

Welcome!

please take our survey
& sit wherever you'd like



A stylized illustration of a city street at night. In the foreground, there is a light blue building with a red roof and a white archway. A dark green tree stands to the right of the building. In the background, a person in a white shirt and dark pants stands on a high, orange ledge of a building, holding a child's hand. The sky is a light blue gradient with a few white lights. The overall style is modern and graphic.

Reaching Functional Zero Homelessness in Montgomery County

December 14, 2022

Welcome



Who is Supporting Today?



Amanda Harris

Chief of Services to End and
Prevent Homelessness



Ilana Branda

Deputy Chief of Services to End
and Prevent Homelessness



William Hegwood

Career Coach,
The Career Catchers



K.O. Campbell

Strategy Lead,
Built for Zero



Niambi Powell

Housing Programs Manager
City of Rockville



Rozina Adhanom

Montgomery County CoC/ICH
Coordinator



Ashley Richards

Data and Research Manager,
SEPH



Elise Topazian

Systems Improvement
Advisor, Built for Zero

Agenda

9:15 Introductions & Welcome

9:30 History of Homelessness: How Did We Get Here?

9:50 Community Data: What Do We Know about Progress So Far?

11:20 LUNCH

12:10 Breakout Groups: What Will it Take to End Homelessness?

1:15 Milestone and Goal Consensus

1:30 Roles and Workgroups

2:30 Next Steps & Close Out

Our Goal for Today

You feel **connected** to the work of ending homelessness in Montgomery County and **energized** to be part of it

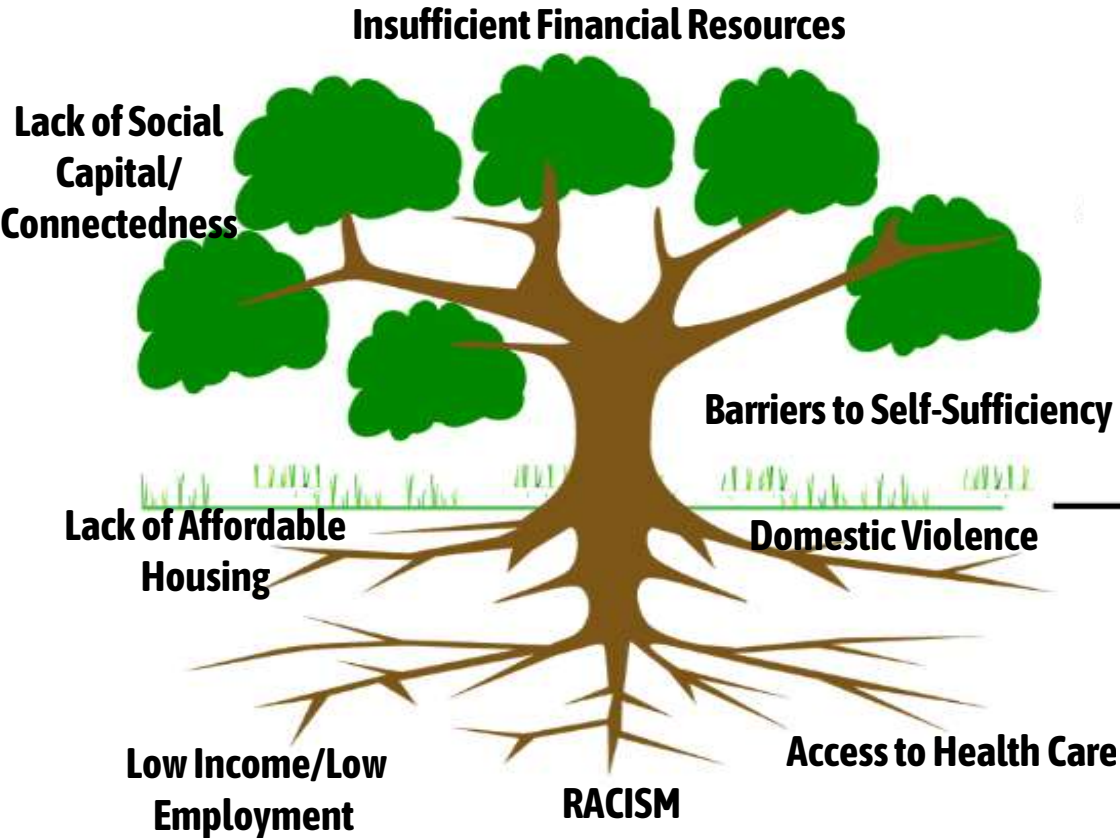
Data-informed **decisions** are made about milestones for ending all homelessness in Montgomery County

We identify problems to **solve** and questions to answer as well as opportunities to **coordinate** and **partner**

History of Homelessness & Root Causes



Root Causes of Homelessness



Above the surface you see the
SYMPTOMS
Of the problem

Dig deeper to see the
ROOT CAUSES
Of the problem



It also reflects the stark reality that these are

Discussion Questions

1. How does homelessness show up in your everyday work?
2. How are people experiencing homelessness affected by your work?
3. How does homelessness affect you personally?

What Do We Know About Progress So Far?



HOMELESSNESS IS SOLVABLE

Communities in the Built for Zero movement are proving it.

105

communities are
participating
in Built for Zero

147,000+

individuals housed
by Built for Zero
communities since 2015

14

communities have
functionally ended
homelessness for a
population

64

communities have achieved
quality real-time data

42

communities have achieved
a measurable reduction



MoCo in the National Movement

- Montgomery County is working in partnership with *Built for Zero* (BfZ), an international movement of **more than 100 communities** working to measurably and equitably end homelessness, to be **one of the first communities** to end homelessness for all populations
- Montgomery County is **one of only 13** communities in Built for Zero to reach functional zero for veterans

MoCo Key Accomplishments

Veteran

- **In 2015, Montgomery County ended Veteran homelessness**

Chronic

- Through the Inside Not Outside initiative → housed over 450 chronically homeless individuals
- Got the actively homeless count down to 4
- 125 chronic housing placements in 3 months

Family

- Reduced family homelessness by over 50%

During COVID, housed 100 people in ~45 days

How We Got to Where We are Today

- **Ensure Local Credibility** →
 - People's Committee made up entirely of people with lived experience
 - Determined local priority for PSH → shifted away from “chronic” as a term and toward a definition of vulnerability that had local buy-in
- **Look to the Data** → families were coming from housed situations, so there has been a shift to focus on retention and diversion
- **Strengthen the System** → Access to housing should *not* be contingent on your relationship with your case manager
- **Remember our “Why”** → Historically we have worked in a population specific-way → in 2018 made a commitment to end for all because the ultimate goal is to have a high-performing system for all
- **Believe it is possible!**

Our Goal



**To end homelessness for all
populations in Montgomery
County by 2025**



What Does it Mean to “End Homelessness?”



“Functional Zero” (FZ)

What it is...

- A way to demonstrate that homelessness in your community is rare, brief and non-recurring
- A critical milestone on the way to an ultimate goal of no one becoming homeless

What it isn't...

- A literal end to homelessness (no one experiencing homelessness)

“Functional Zero” (FZ)

For each population:


Actively
Homeless #




6-Mth Positive
Exits Average

The number of households actively experiencing homelessness must be **less than or equal to the monthly rate at which households achieve stable housing** (based on 6 month avg.)

Single Adults: Unaccompanied individuals 18 years old and over; **FZ: 73**

Youth: Unaccompanied individuals under 25 years old, including pregnant and parenting; **FZ: 3**

Families: Families with minor children; **FZ: 13**

System Outcomes & Quality Data



Definition Design Process

December 2020:

- Discussed with 14 diverse BfZ communities what it would take to prove to residents that homelessness had been solved and shared draft measures.
- Held focus group with 11 people with lived experience of homelessness to ask what it would take to prove to them that homelessness had been solved.

January 2021:

- Synthesized feedback and refined draft measures.

February + March 2021:

- Re-consulted with community stakeholders.

May 2021:

- First meetings with federal partners about definition alignment.
- Soft launch definitions in incubator of communities.

August 2021: Begin co-design work with community leads on quality data tools to support definitions.

September 2021-present: Begin co-design of implementation process (“Path to Zero” process) in Zero for All communities to accelerate local credibility and cross-sector ownership of definitions.

System Outcomes

In order for a community to achieve functional zero across all populations, they must meet additional indicators to ensure that homelessness is **rare, brief, and non-recurring** for all households.

Rare:

- The community has **met and sustained FZ measures** for youth, families, and single adults (including veterans and chronically homelessness individuals).

Brief:

- Individuals spend **45 days or less on average** on a community's active by-name list (real time list of all individuals experiencing homelessness).

Non-recurring:

- **No more than 5% of positive exits result in a return** to the homelessness system within 2 years of exit from the homeless system (e.g. subsidy or services).

By-Name List (BNL): Your Dataset

- The by-name list (BNL) is a comprehensive list of every person in a population type in Montgomery County experiencing homelessness
- It is updated in real time
- Uses information collected and shared with consent: each person on the list has a file that includes their name, homeless history, and housing needs
- The list is used to track the ever-changing size and composition of the homeless population

By-Name List Eligibility

The following households are eligible for inclusion on the BNL:

	Sheltered/ Unsheltered	Unsafe	Unstable
Single Adults	✓	✓	
Youth/Families	✓	✓	✓

Unsheltered: Someone currently living in a place not meant for human habitation

Sheltered: Someone currently living in emergency shelter or other temporary lodging that is not self-pay

Unsafe: Someone who is fleeing or attempting to flee their housing due to violence, perceived threat of violence or other dangerous or life-threatening conditions

Unstably housed: A person or household who faces imminent loss of their current housing and is unlikely to be able to obtain other housing due to systemic barriers

“Unsafe” Defined

Individuals/households who are fleeing or attempting to flee their housing or the place they are staying due to violence, perceived threat of violence, or other dangerous or life-threatening conditions related to violence that have taken place in that housing or the place they are staying or makes the individual/household fleeing/attempting to flee afraid to return there. These violent, dangerous, life-threatening, or fear-inducing circumstances include **but are not limited to**:

- Domestic violence;
- Dating violence;
- Sexual assault;
- Stalking;
- Trading sex for housing;
- Trafficking;
- Physical abuse; or
- Other violence or perceived threats of violence (including but not limited to violence due to an individual’s sexual orientation or gender identity).

Notes: Based on HUD Cat 4 for youth with expansion on types of violence that could meet definition. **Communities may decide to explicitly include or specify other violent or dangerous circumstances, based on local context.**

“Unstable” Defined

Individuals/households who are:

1. **reasonably expected** (based on individual’s stated circumstances or **known local practices**) **to lose their primary or current residence**:
 - a. **imminently** (i.e. within a known short period of time) OR
 - b. **at any moment** (i.e. lack of knowledge of exactly when but may lose their housing at any moment); **AND**
2. **reasonably expected** (based on individual’s stated circumstances or **known local practices**) to be **unable to access housing that would count as a positive exit** upon loss of that primary or current residence due to any of the following:
 - a. mental or physical health conditions (no documentation necessary--based on self declaration or observation of the frontline worker);*
 - b. being primary caretaker of someone else in the household with mental or physical health conditions (for families);*
 - c. systemic barriers (such as but not limited to: lack of affordable or appropriate childcare, barriers to employment); OR
 - d. lack of support system or resources.

Note: terms highlighted in red indicate areas where communities will decide what this looks like (e.g. what is “reasonable”) and how it should be implemented.

“Positive Exits” Defined

An individual/household has achieved a positive exit from the homelessness system only if they achieve one of the following:

1. Having moved into a residence in which they are named in the lease or deed; *or*
2. Having moved into a residence:
 - a. That they choose; *and*
 - b. In which they expect to be able to remain indefinitely (such as but not limited to reuniting with family without being named on a lease).

Note: A positive exit for youth/families should never meet the definition of “unstable” above.

Credibility

- Regularly ensure your data is transparent and credible to:
 - Homelessness system stakeholders
 - Adjacent / inflow system stakeholders
 - People with current & recent lived experience of homelessness in your community
 - Elected Officials
 - Advocates
 - The General Public
- Ensure that systems change work, policy creation and strategic decision-making related to system accessibility is driven by people from groups that are under-accessing your system

Questions?

Race Equity System Indicators, Assessment & Measures



Racial Equity Indicators

INDICATORS

SYSTEM DECISION- MAKING POWER

Black, Indigenous, and People of Color (BIPOC) at all levels of the homeless response system have decision-making power to influence the design of the system.

LIVED EXPERIENCE

BIPOC receiving services from the homeless response system have experiences that preserve their dignity and have their needs met in a timely manner.

QUALITY DATA

All people experiencing homelessness have access to the system and are known by name in real-time. Communities accurately collect data around race and ethnicity.

SYSTEM OUTCOMES

Communities close all racial/ethnic disproportionality in housing placements, returns to homelessness, and the average length of time from identification to housing by improving outcomes for BIPOC who experience homelessness.

Questions?

Community Data: What Do We Know About Progress So Far?



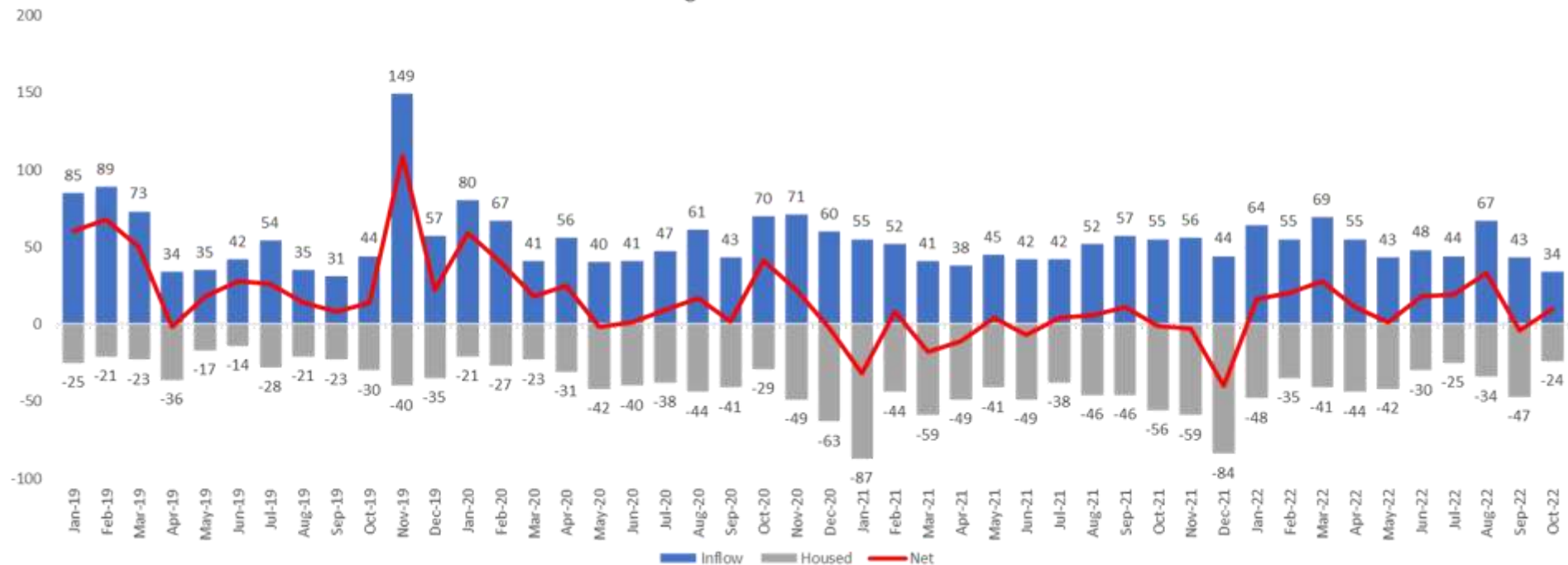
Actively Homeless as of 12/13/2022

- **Adult only Households = 394**
- **Adult Child Households (Families) = 68**
- **Youth = 31**
- **Seniors 62+ = 49**
- **Vulnerable Adults = 117**
- **Veterans = 10**

Inflow + Outflow

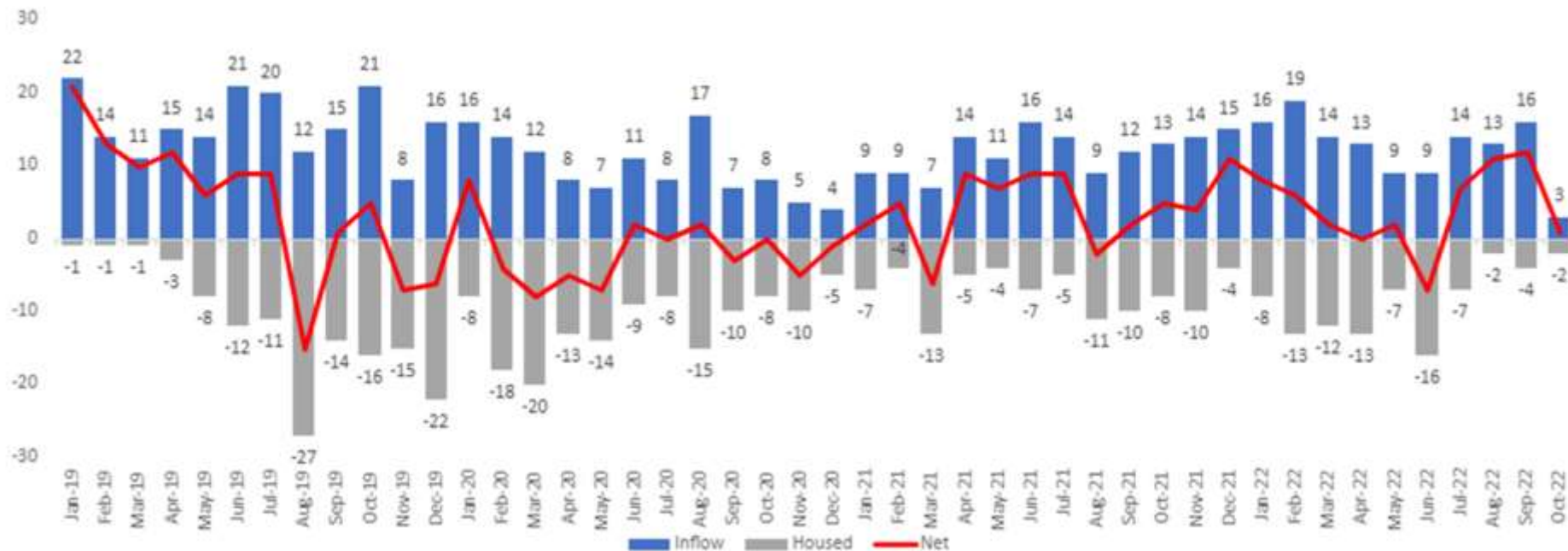
Inflow/Outflow: Singles

Montgomery County - CoC
Singles Inflow and Outflow



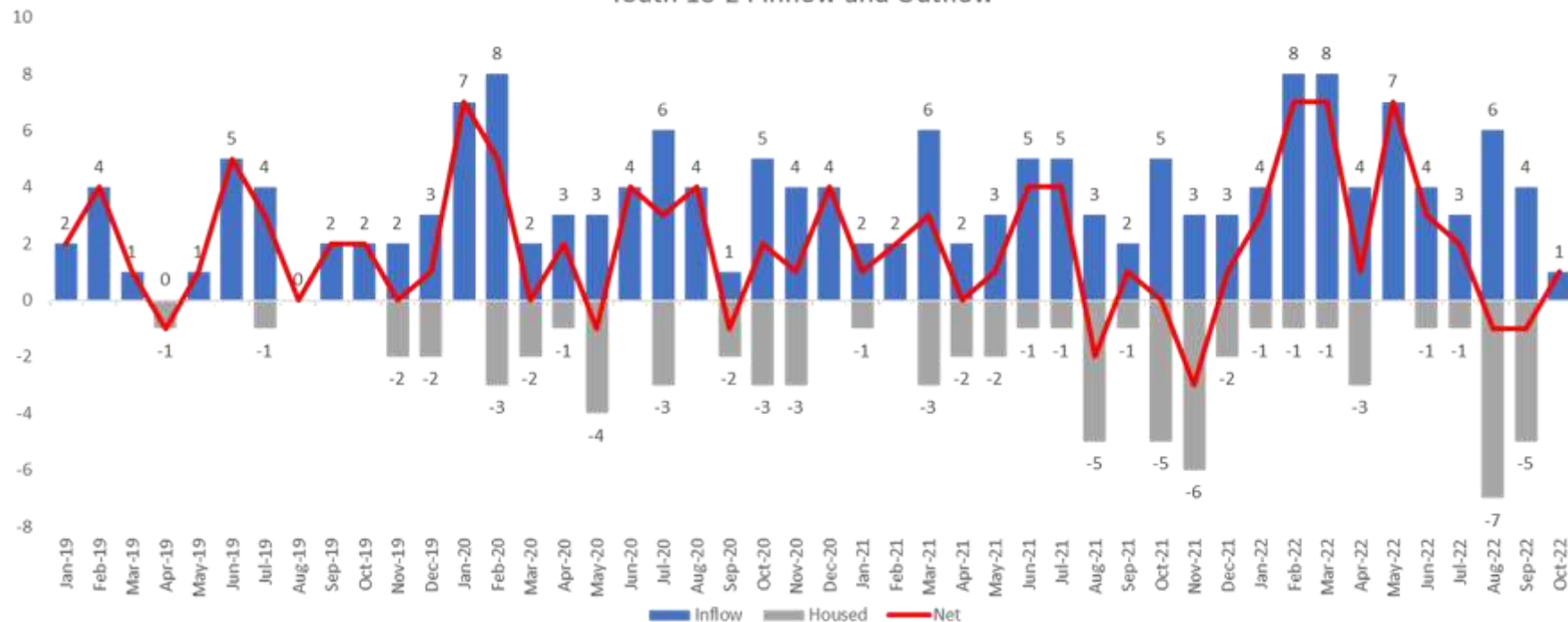
Inflow/Outflow: Families

Montgomery County- CoC HH with Minor Children (Families) Inflow and Outflow

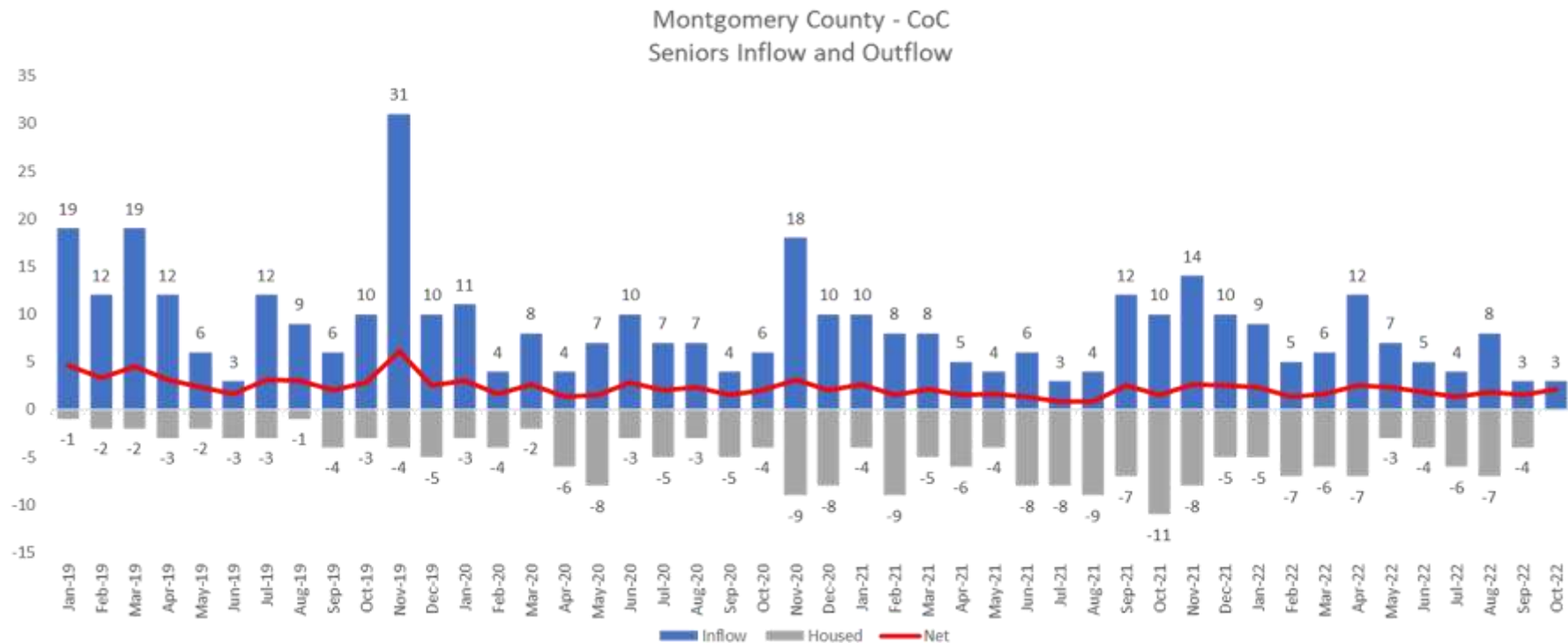


Inflow/Outflow: Youth

Montgomery County - CoC
Youth 18-24 Inflow and Outflow

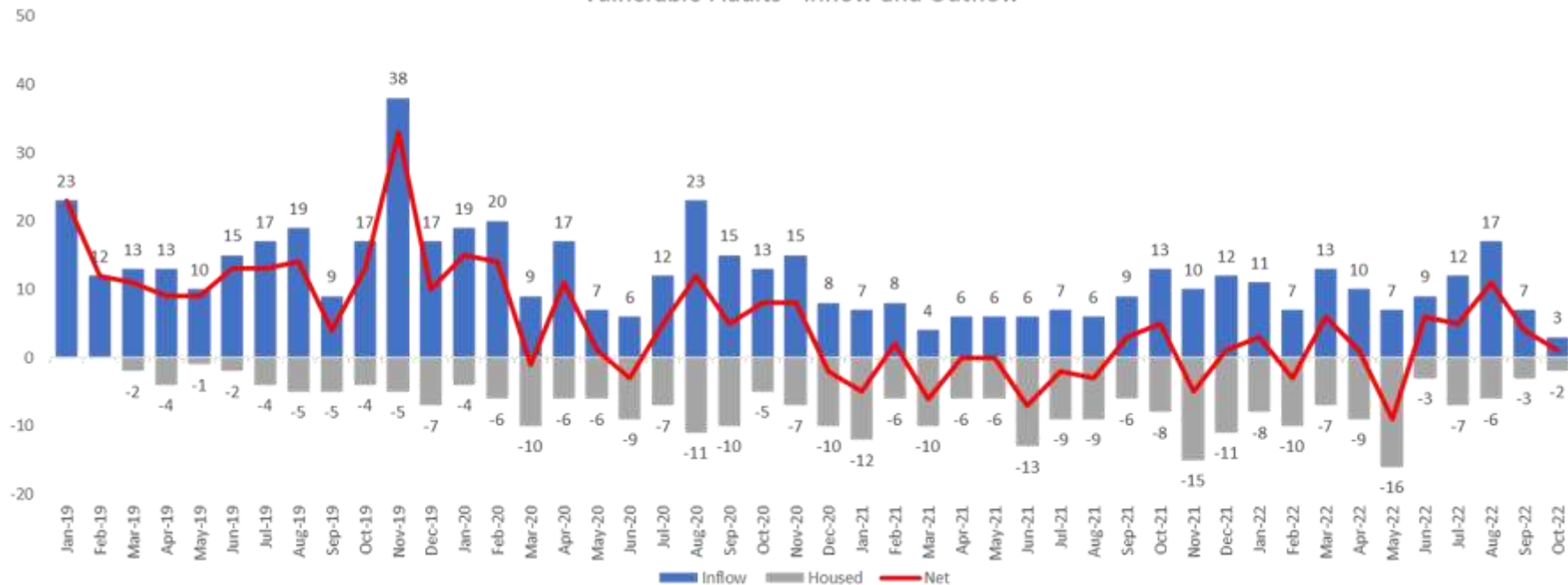


Inflow/Outflow: Seniors



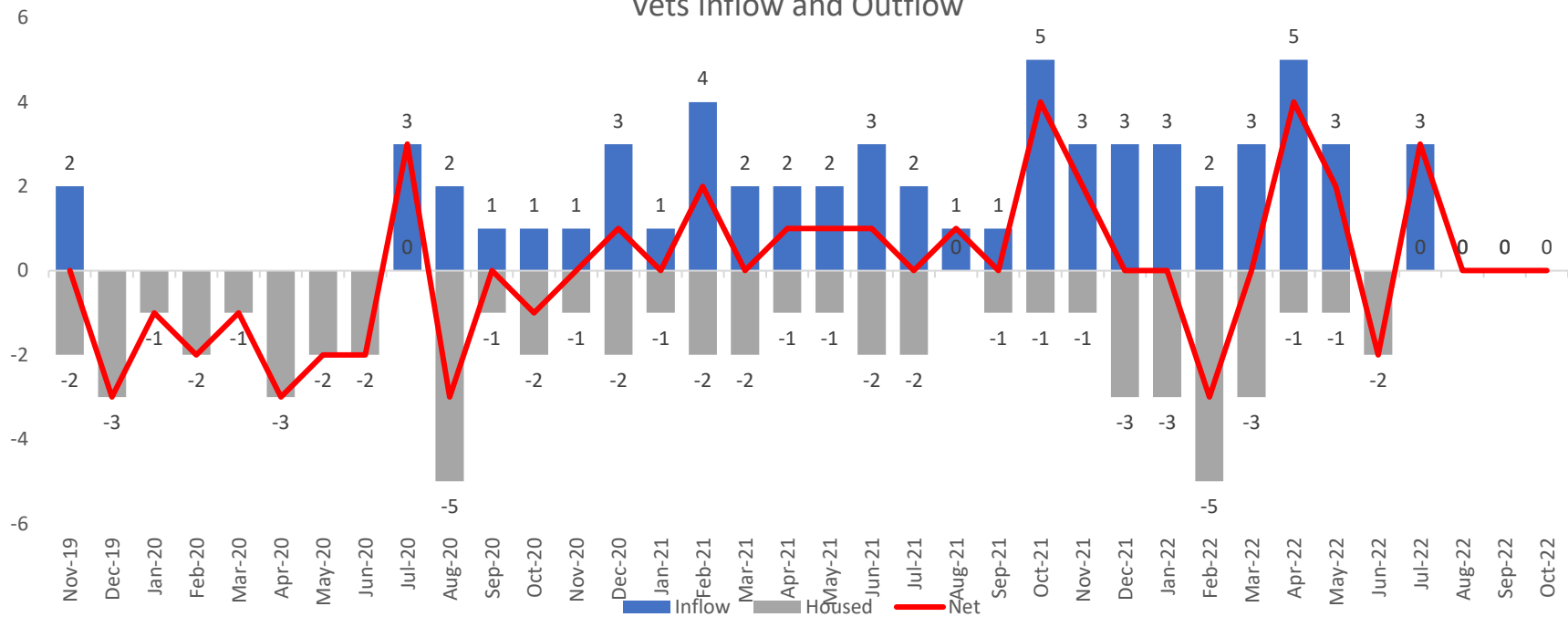
Inflow/Outflow: Vulnerable

Montgomery County - CoC
Vulnerable Adults - Inflow and Outflow



Inflow/Outflow: Veterans

Montgomery County - CoC
Vets Inflow and Outflow



Inflow/Outflow: Net Summary

Subpopulation	Average Inflow	Average Outflow	Growth or Decline/Month
Singles	54	39	+16
Families	13	10	+3
Seniors	9	5	+4
Youth	4	2	+2
Vulnerable	12	7	+5

Demographic Profile

Singles

Program Demographic Profile - Adult Only Households (Households w/o Minor Children)

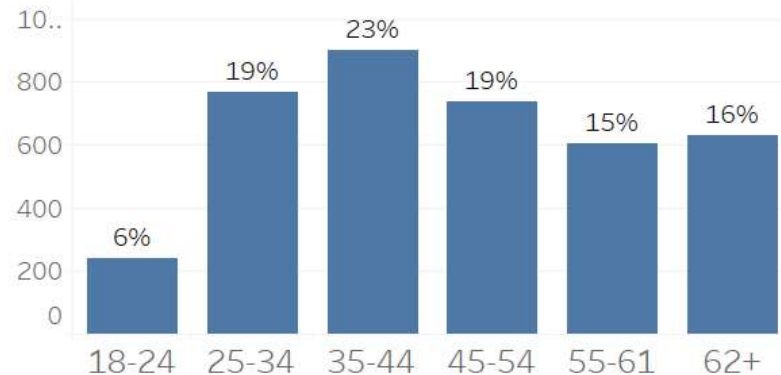
Households Served

3,978

Adult Only Households
(Households w/o
Minor Children)
served in
Emergency Services
1/1/2020-12/1/2022

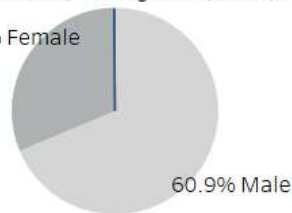


Age Group



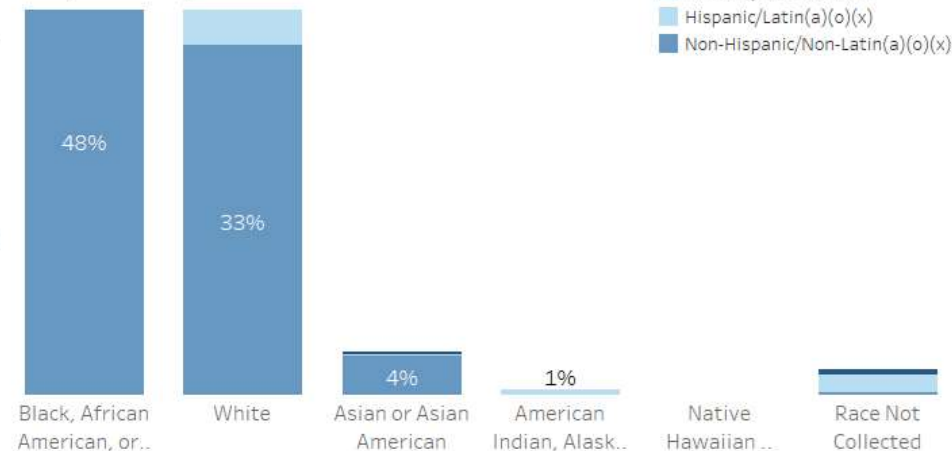
Gender

0.3% Female, Transgender, Male, T
38.3% Female



Male
Female
Female, Transgender, Male, Transgen..
Data Not Collected
Questioning

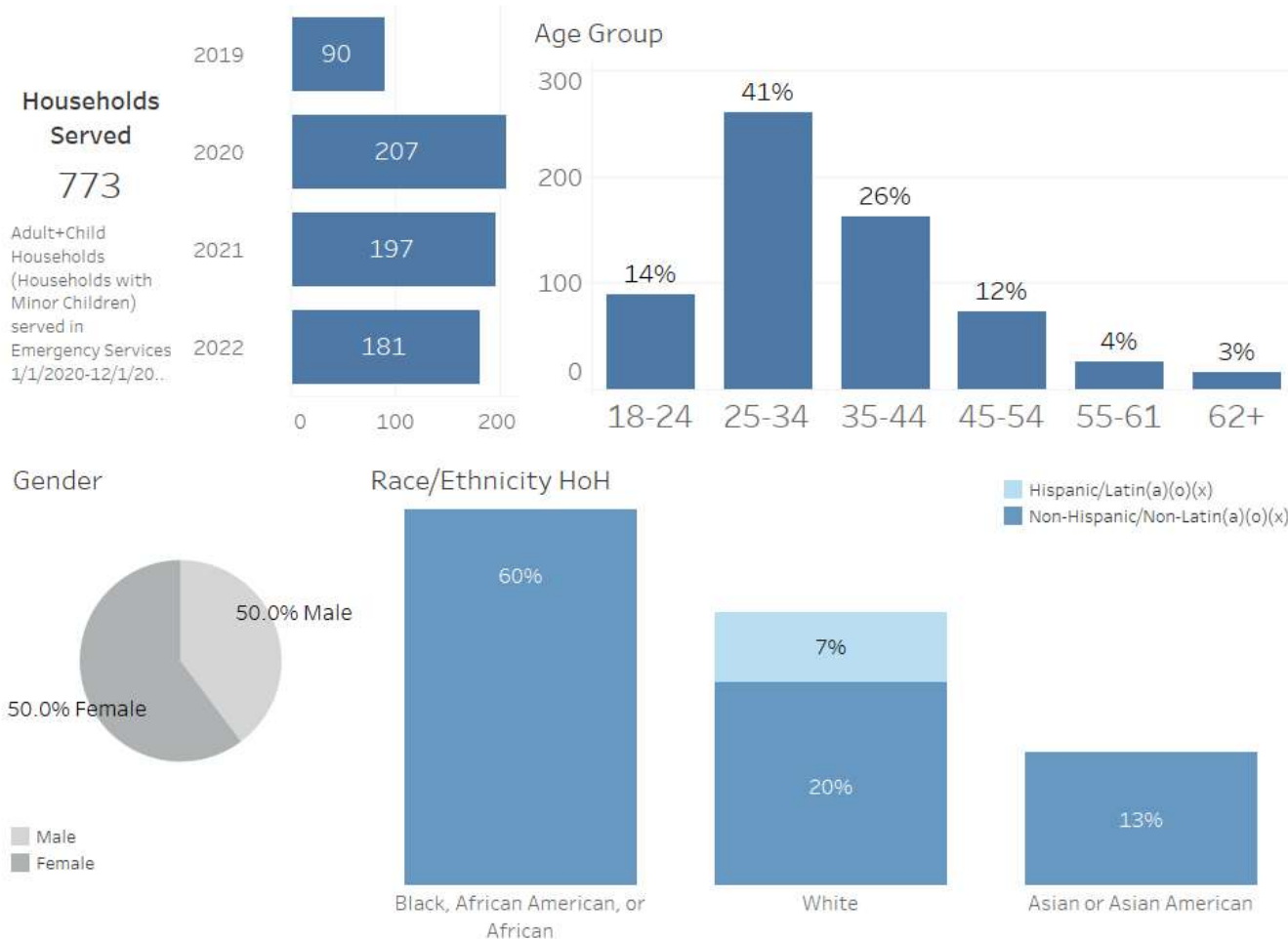
Race/Ethnicity HoH



■ Ethnicity Not Collected
■ Hispanic/Latin(a)(o)(x)
■ Non-Hispanic/Non-Latin(a)(o)(x)

Families

Program Demographic Profile - Adult+Child Households (Households with Minor Children)



Program Demographic Profile - Youth (18-24)

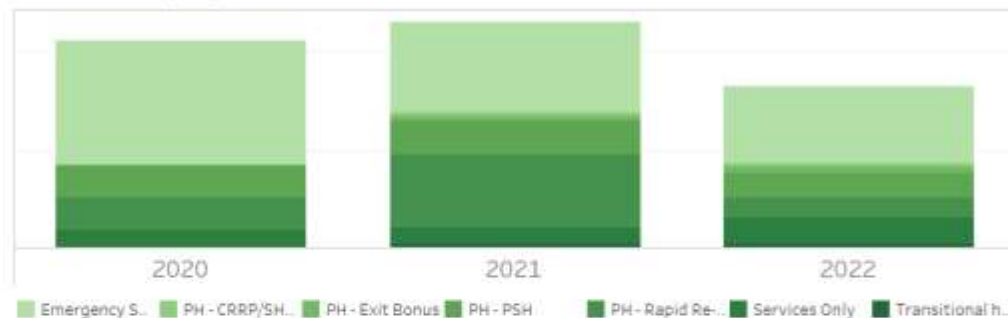


Clients Served By Program and Year

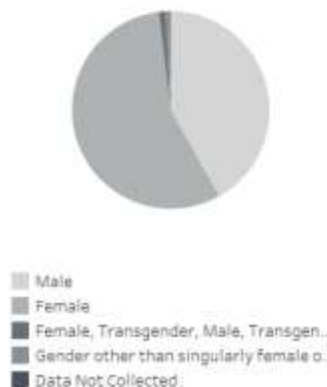
Clients Served

411

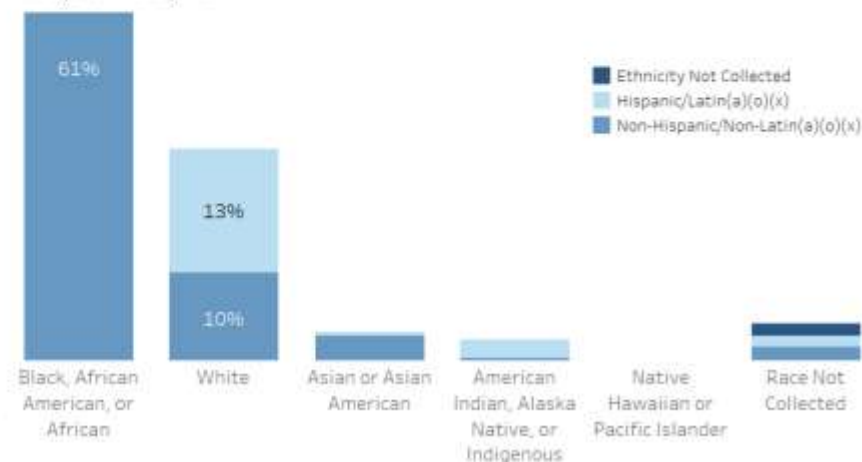
Youth 18-24 served in
Emergency Services
1/1/2020-12/1/2022



Gender



Race/Ethnicity HoH



Seniors

Program Demographic Profile - Seniors (62+)

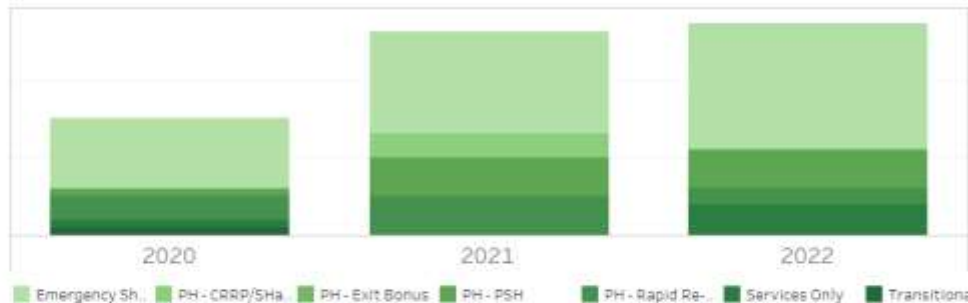


Clients Served By Program and Year

Clients Served

652

Seniors 62+ served in
Emergency Services
1/1/2020-12/1/2022

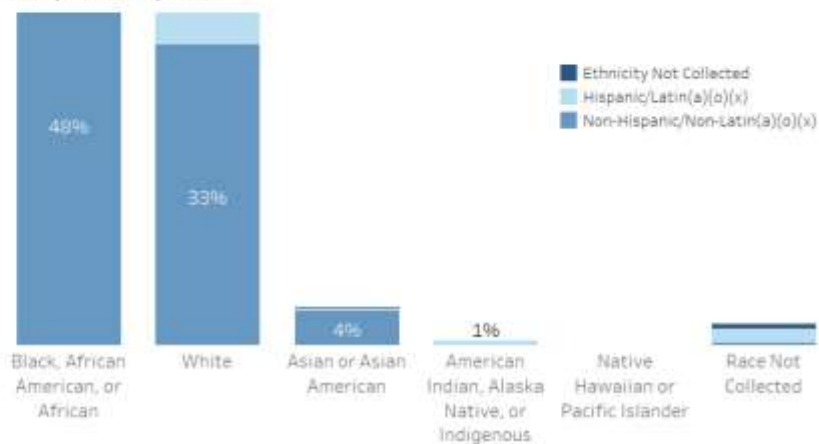


Gender



Male
Female
Female, Transgender, Male, Transgen.
Data Not Collected
Questioning

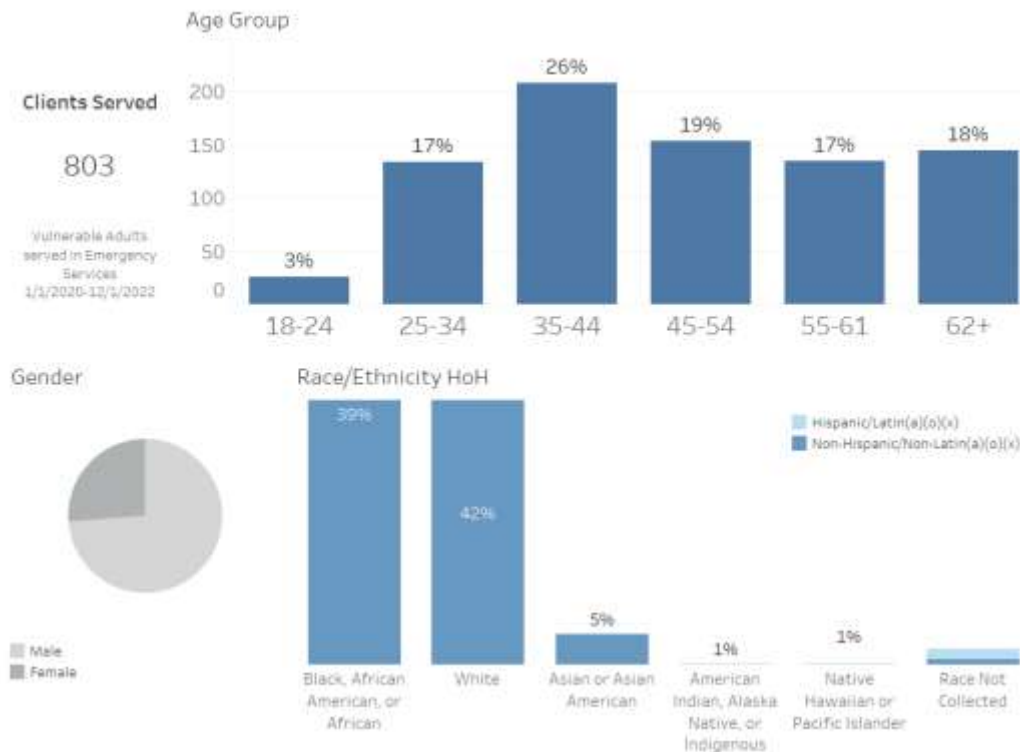
Race/Ethnicity HoH



Ethnicity Not Collected
Hispanic/Latin(a)(x)
Non-Hispanic/Non-Latin(a)(x)

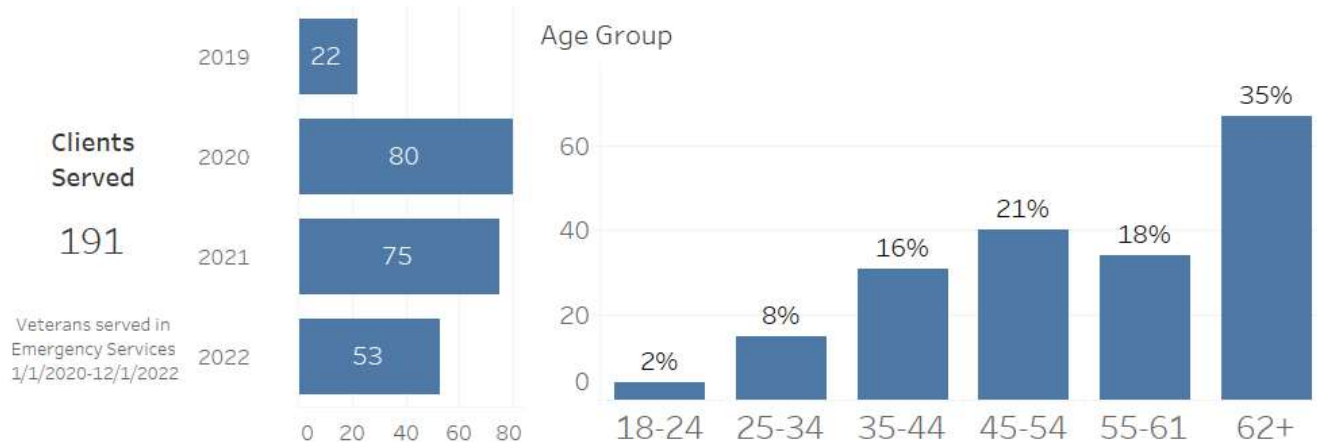
Vulnerable Adults - Scoring PSH

Program Demographic Profile - Vulnerable Adults



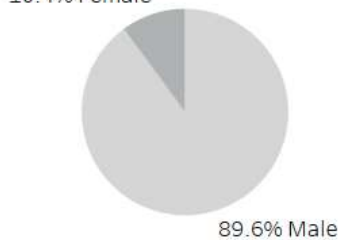
Veterans

Program Demographic Profile - Veterans



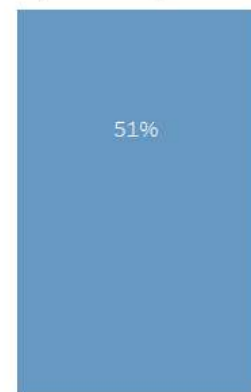
Gender

10.4% Female



Male
Female

Race/Ethnicity HoH



Black, African American, or African

White

Race Not Collected

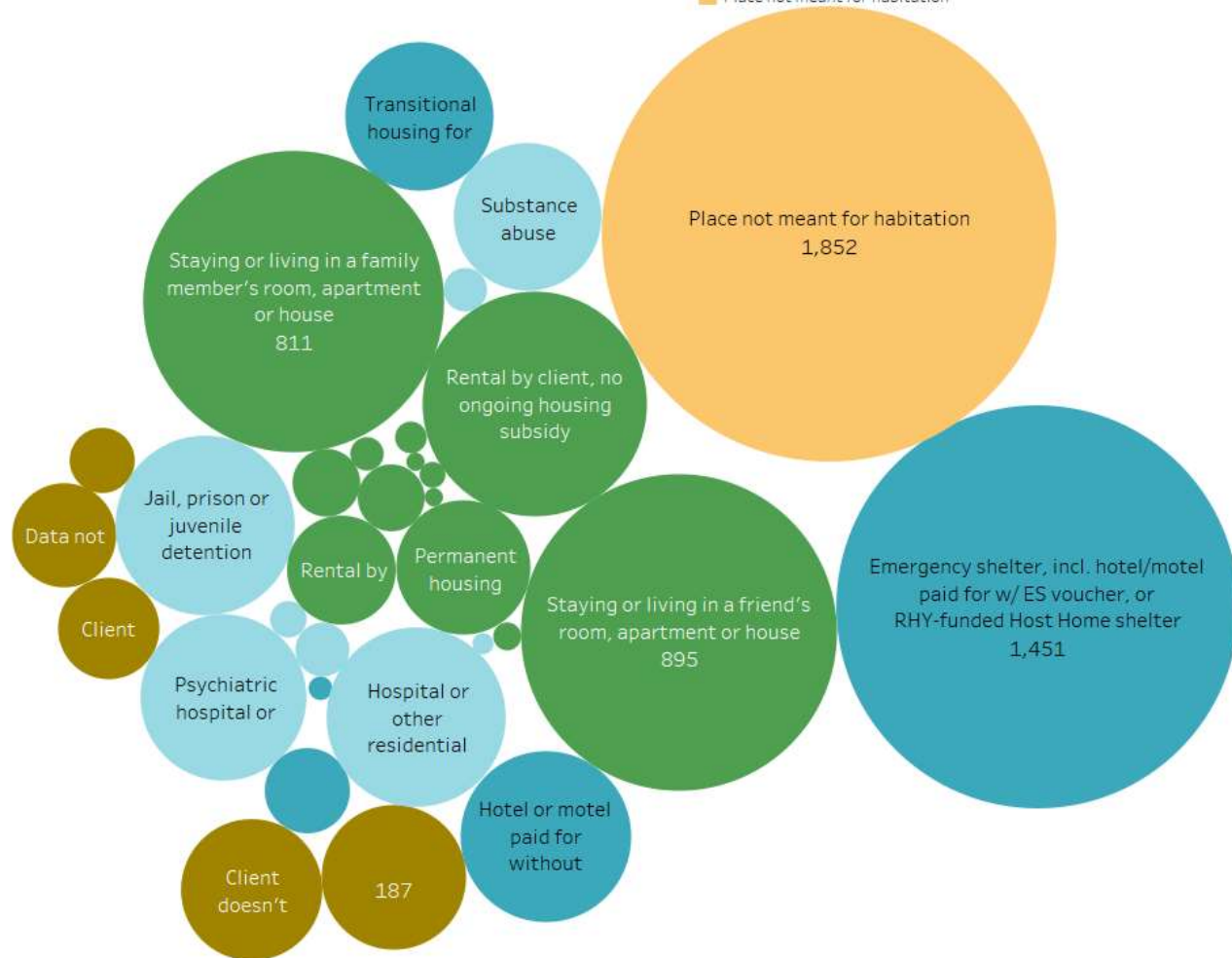
■ Ethnicity Not Collected
■ Non-Hispanic/Non-Latin(a)(o)(x)

Prior Living Situation

Singles

Prior Living Situation - Adult Only Households

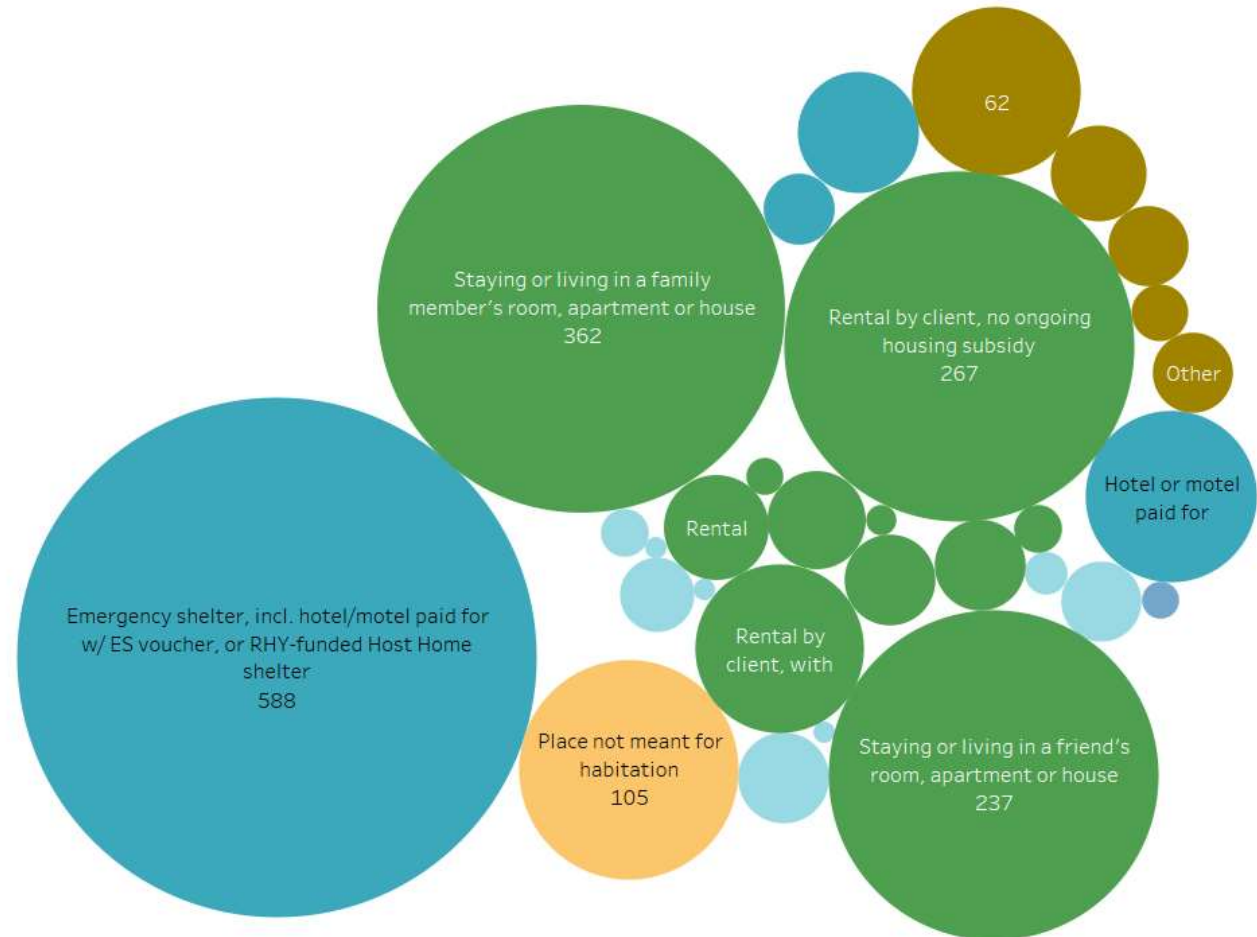
■ All Housed Living Situation
■ Hospital or Institution
■ Place not meant for habitation
■ Shelter/Hotel Transitional
■ Data Not Collected



Families

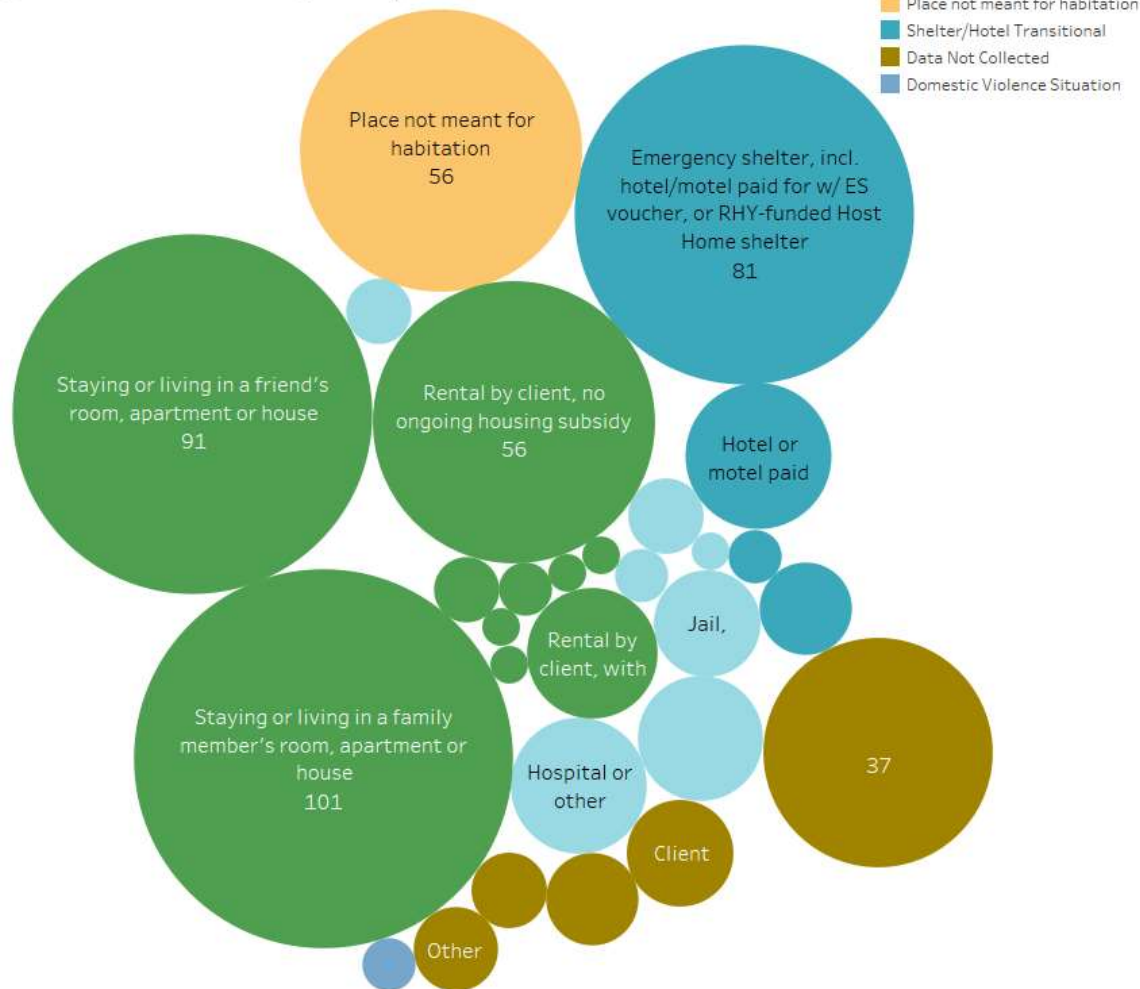
Prior Living Situation - Households w/ Minor Children

■ All Housed Living Situation ■ Shelter/Hotel Transitional
■ Hospital or Institution ■ Data Not Collected
■ Place not meant for habitation ■ Domestic Violence Situation



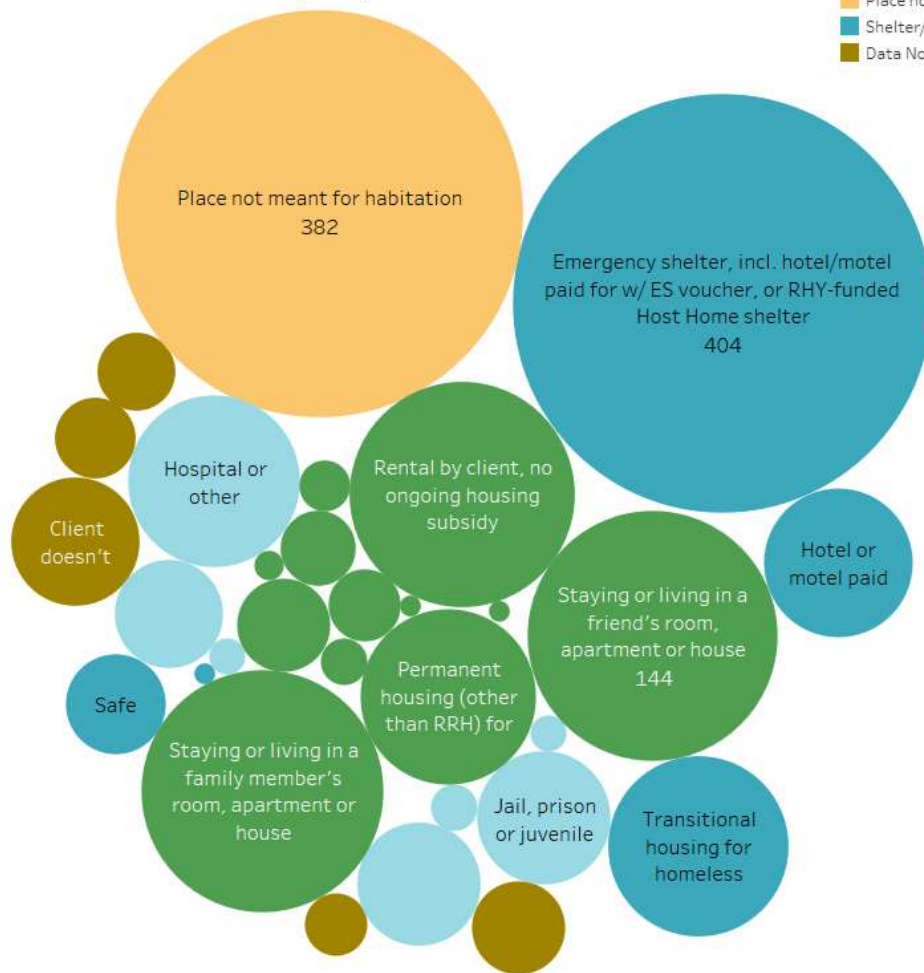
Youth 18-24

Prior Living Situation - Youth (18-24)



Seniors (62+)

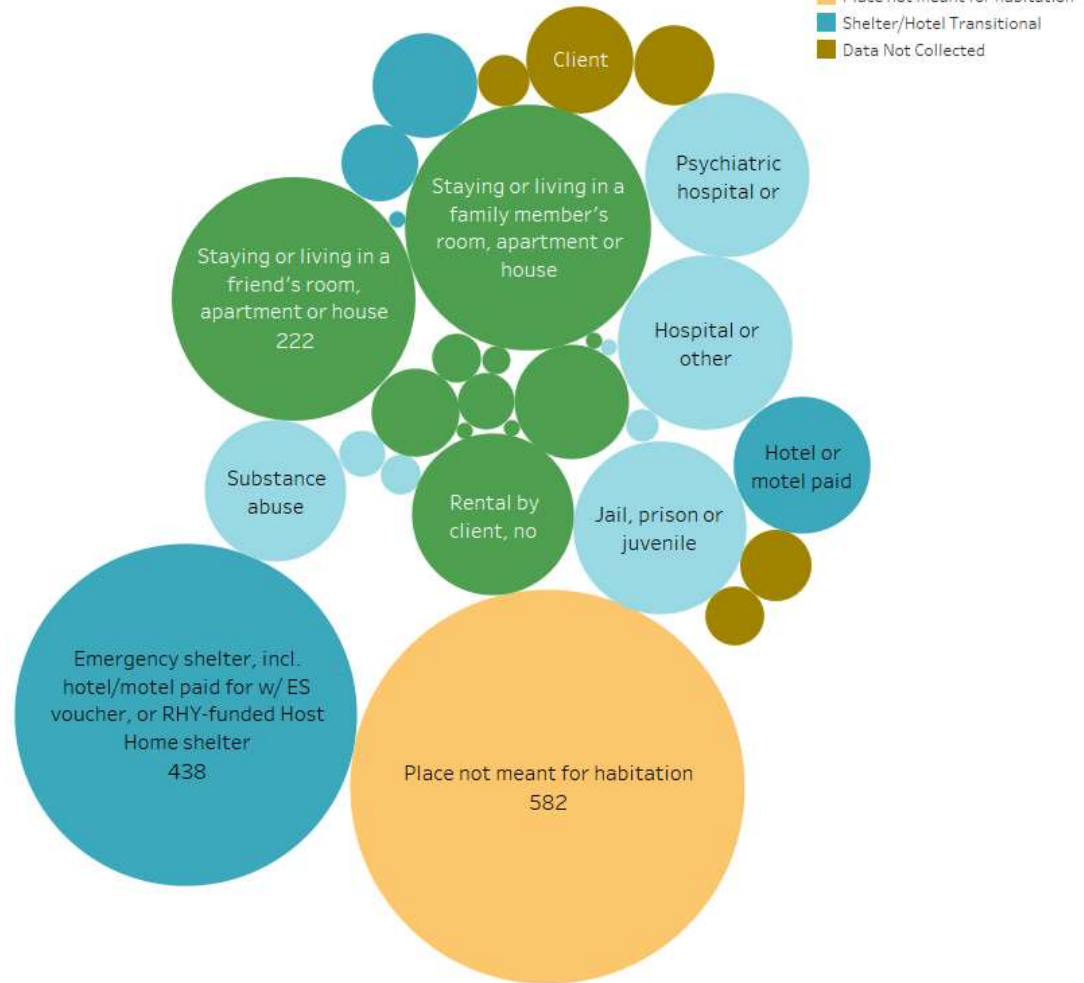
Prior Living Situation - Seniors (62+)



- All Housed Living Situation
- Hospital or Institution
- Place not meant for habitation
- Shelter/Hotel Transitional
- Data Not Collected

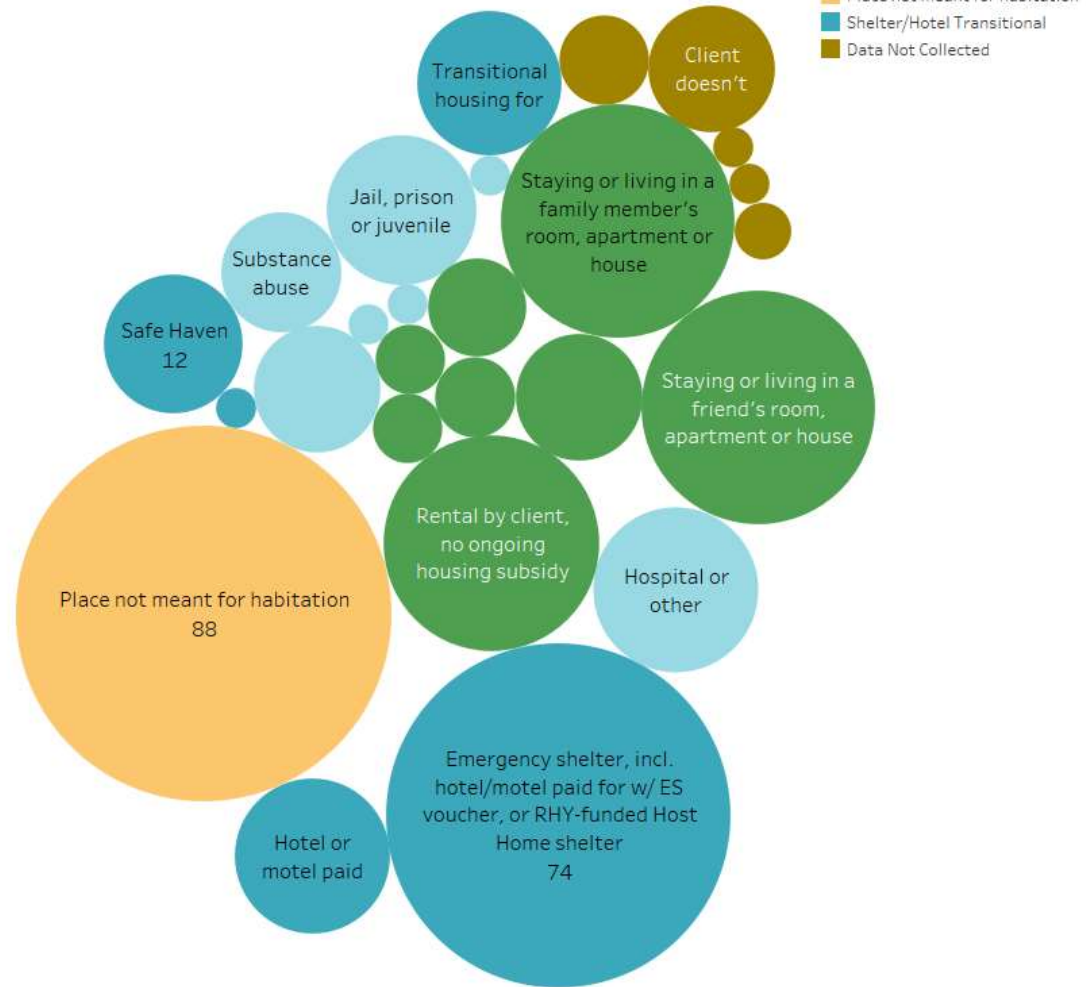
Vulnerable Individuals

Prior Living Situation - Vulnerable Adults



Veterans

Prior Living Situation - Veterans



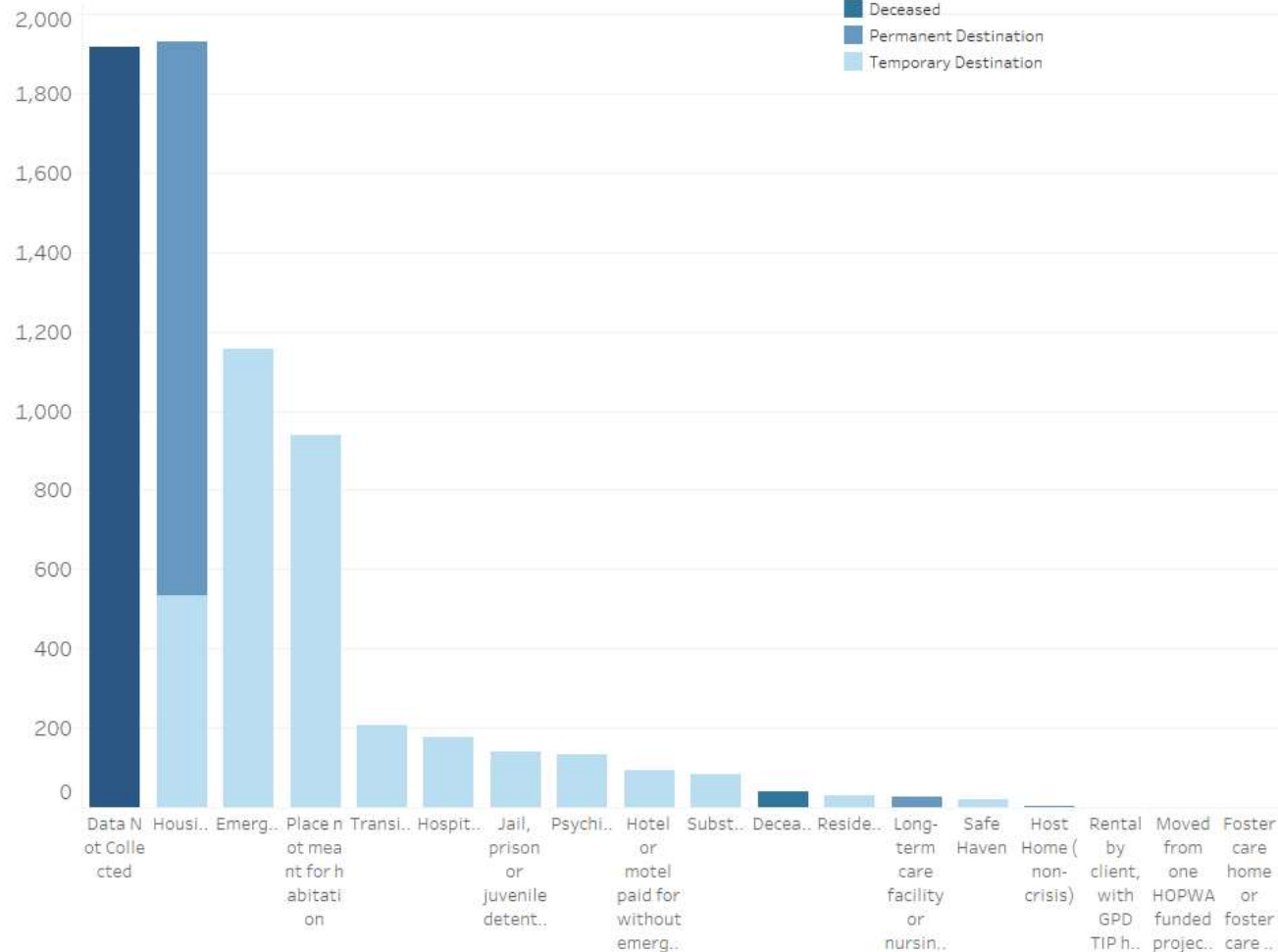
Exit Destinations

Singles

Exit Destinations - Adult Only Households (Singles)

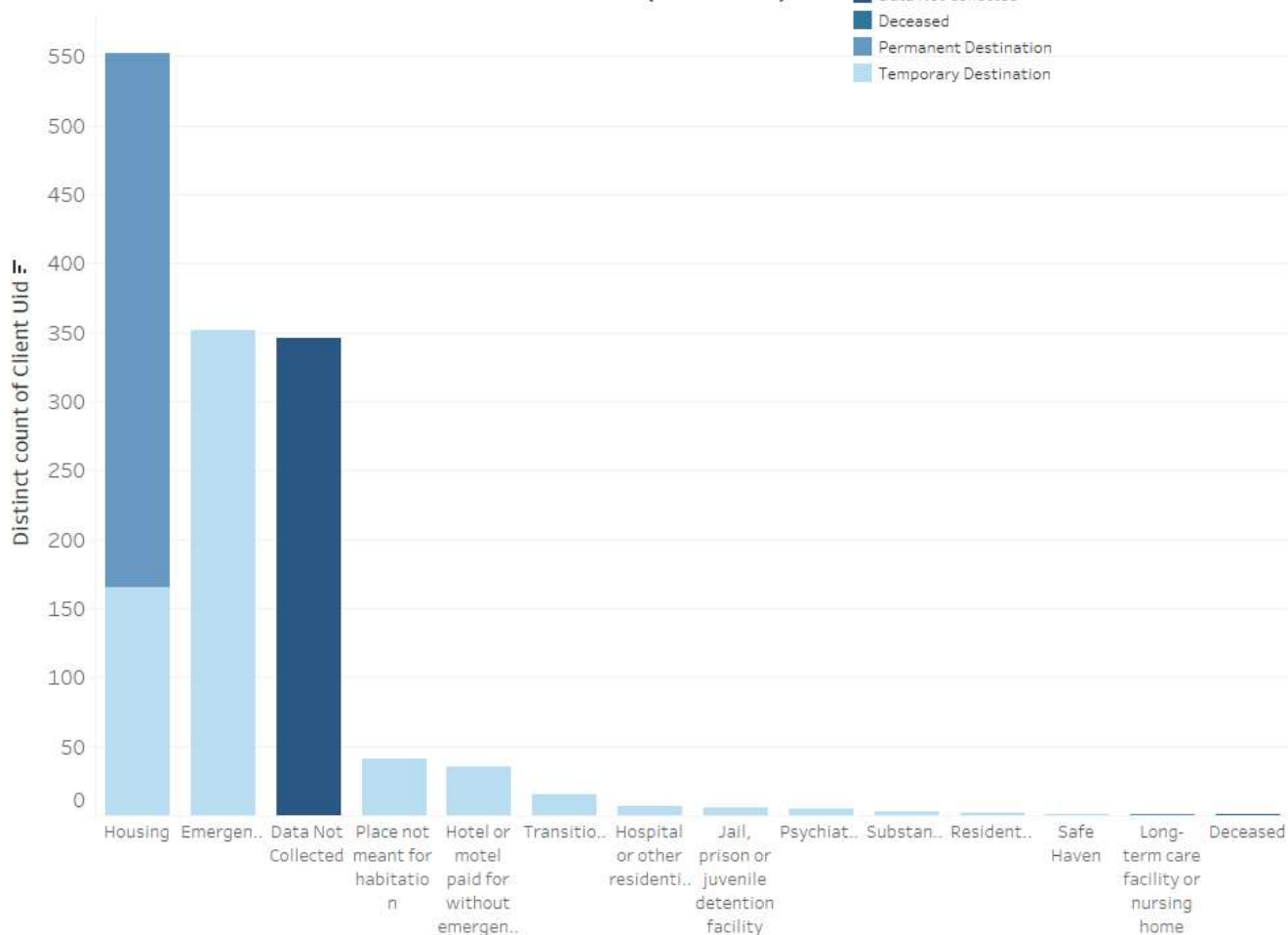
Entry Exit Destination Type (HUD)

- Data Not Collected
- Deceased
- Permanent Destination
- Temporary Destination



Families

Exit Destinations - Adult Child Households (Families)

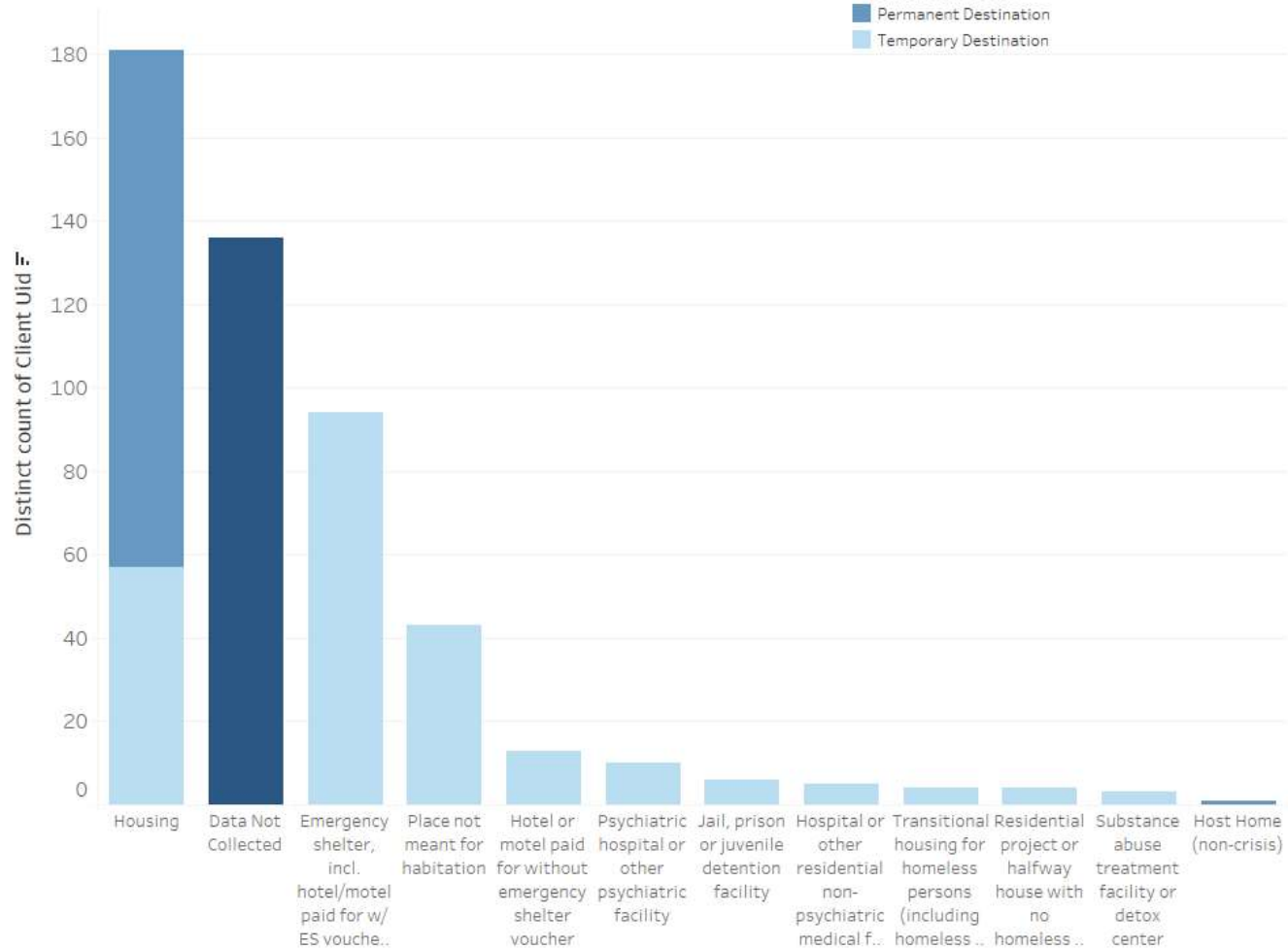


Youth 18-24

Exit Destinations - Youth 18-24

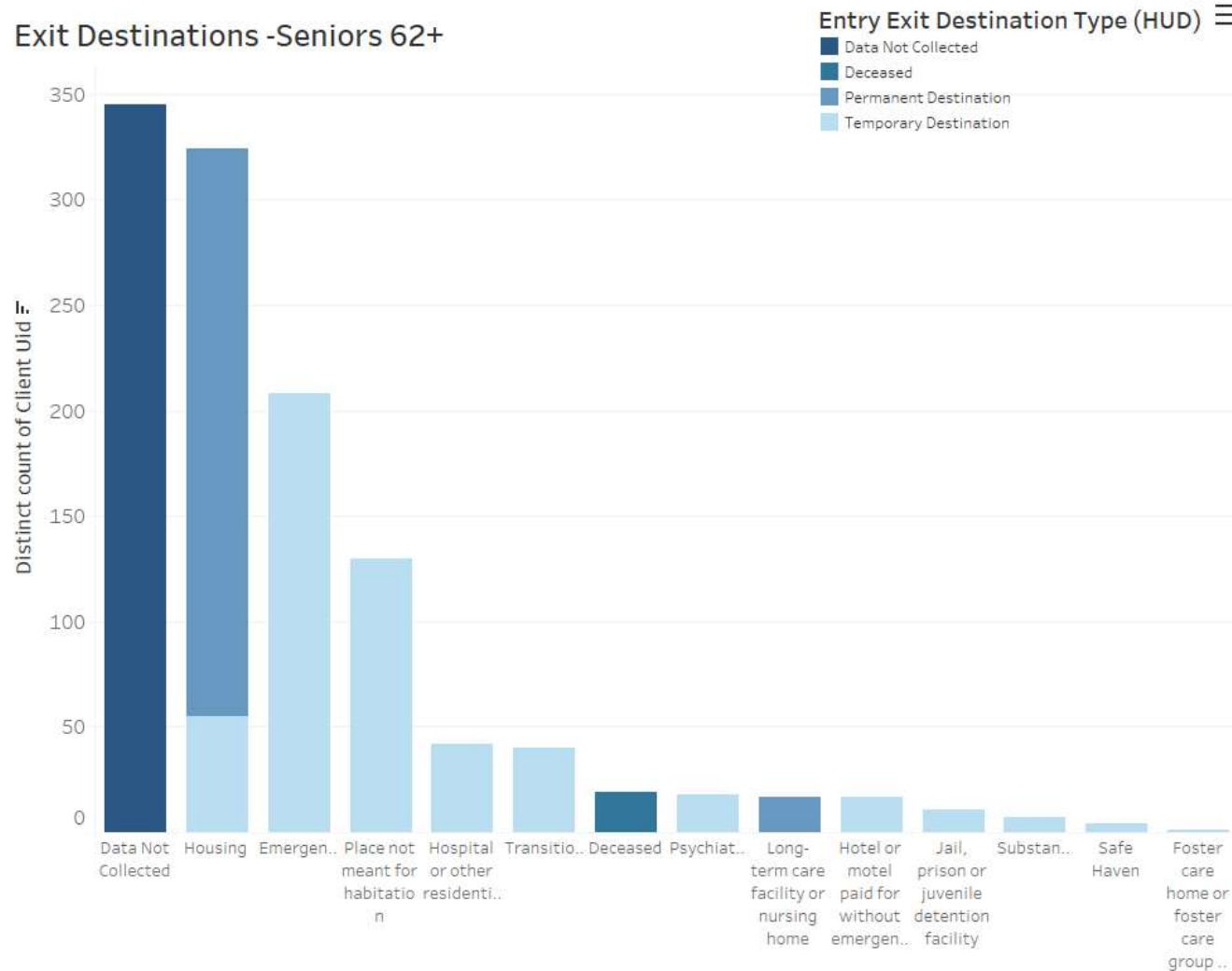
Entry Exit Destination Type (HUD) 

- Data Not Collected
- Permanent Destination
- Temporary Destination



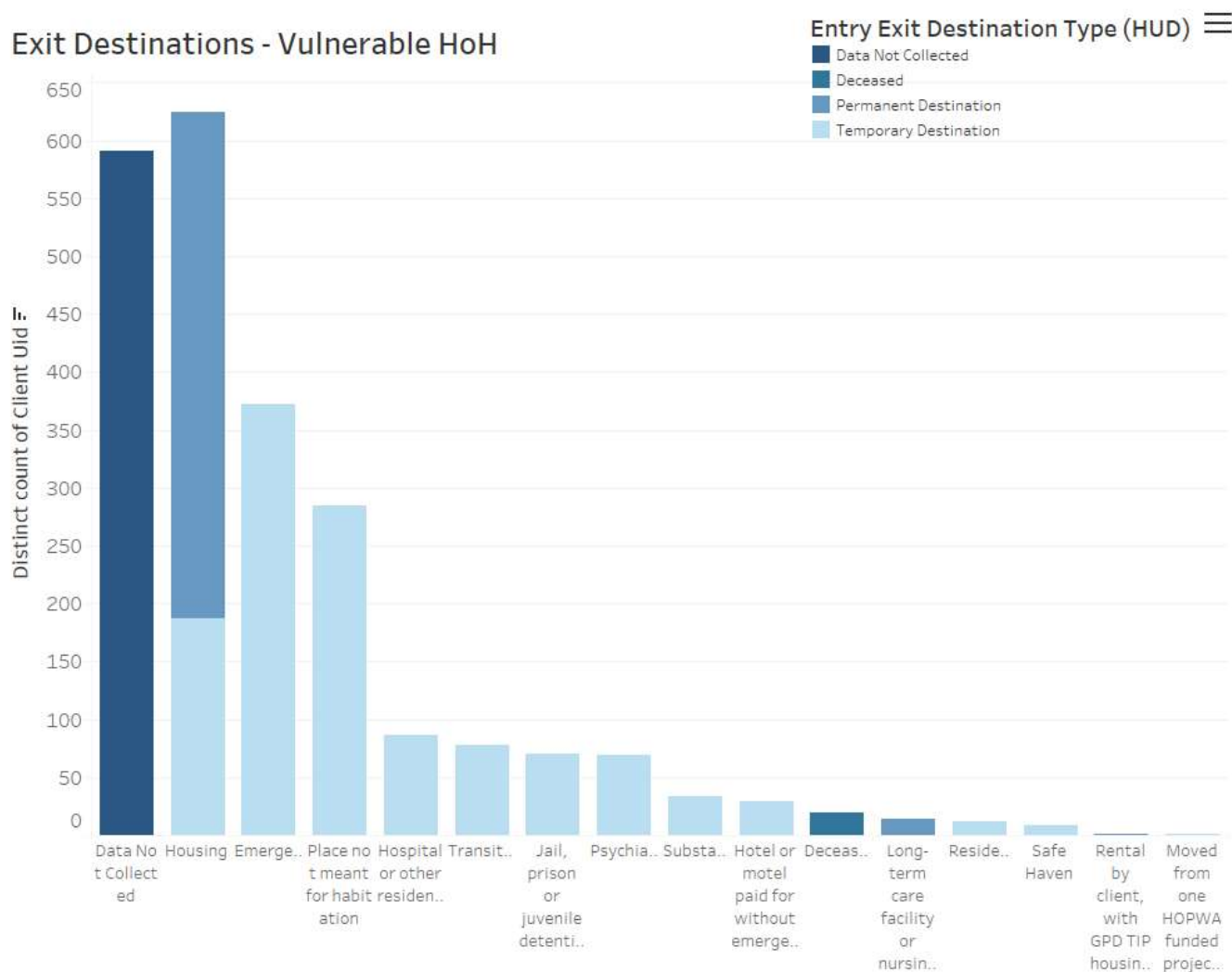
Seniors (62+)

Exit Destinations -Seniors 62+



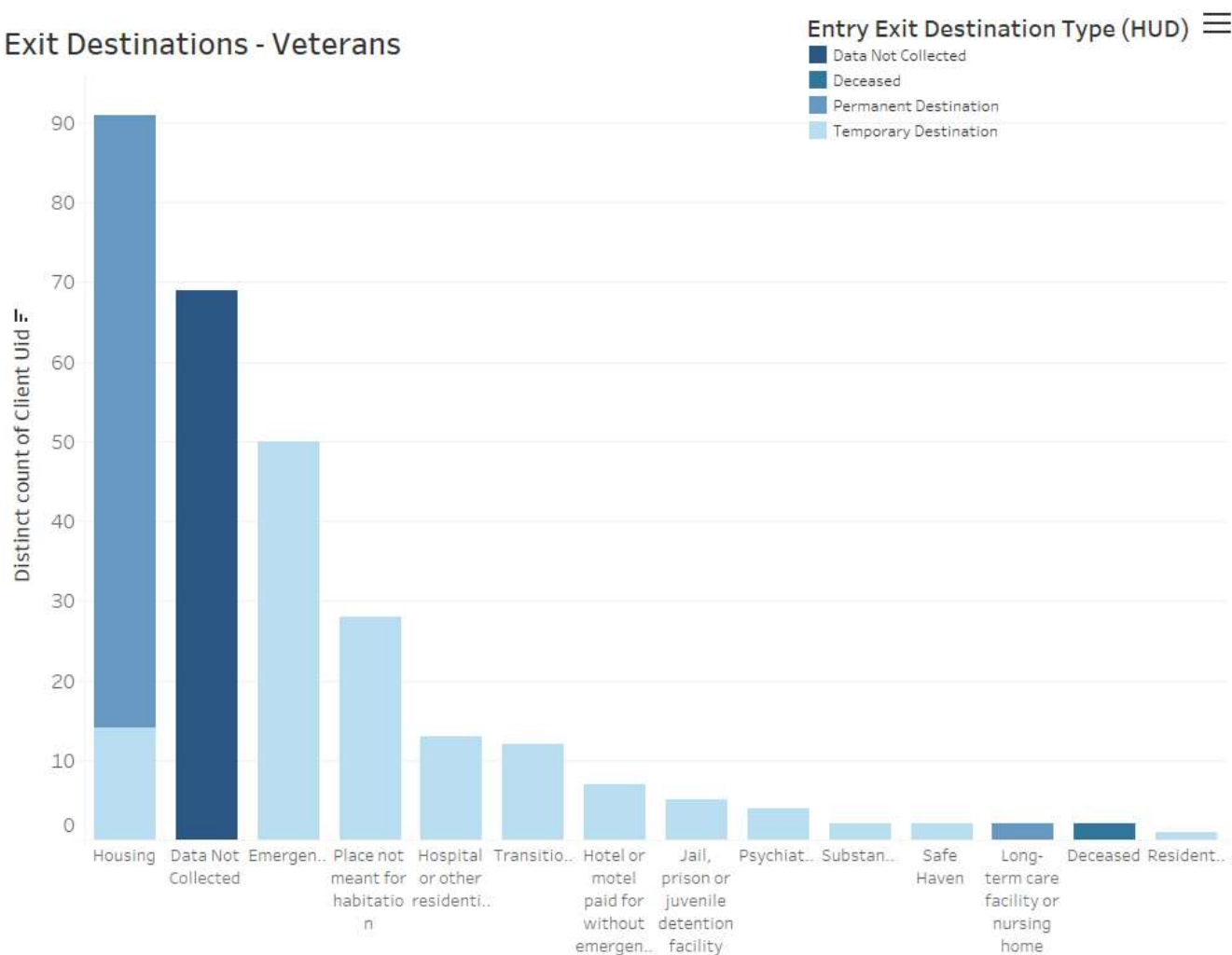
Vulnerable Individuals

Exit Destinations - Vulnerable HoH



Veterans

Exit Destinations - Veterans



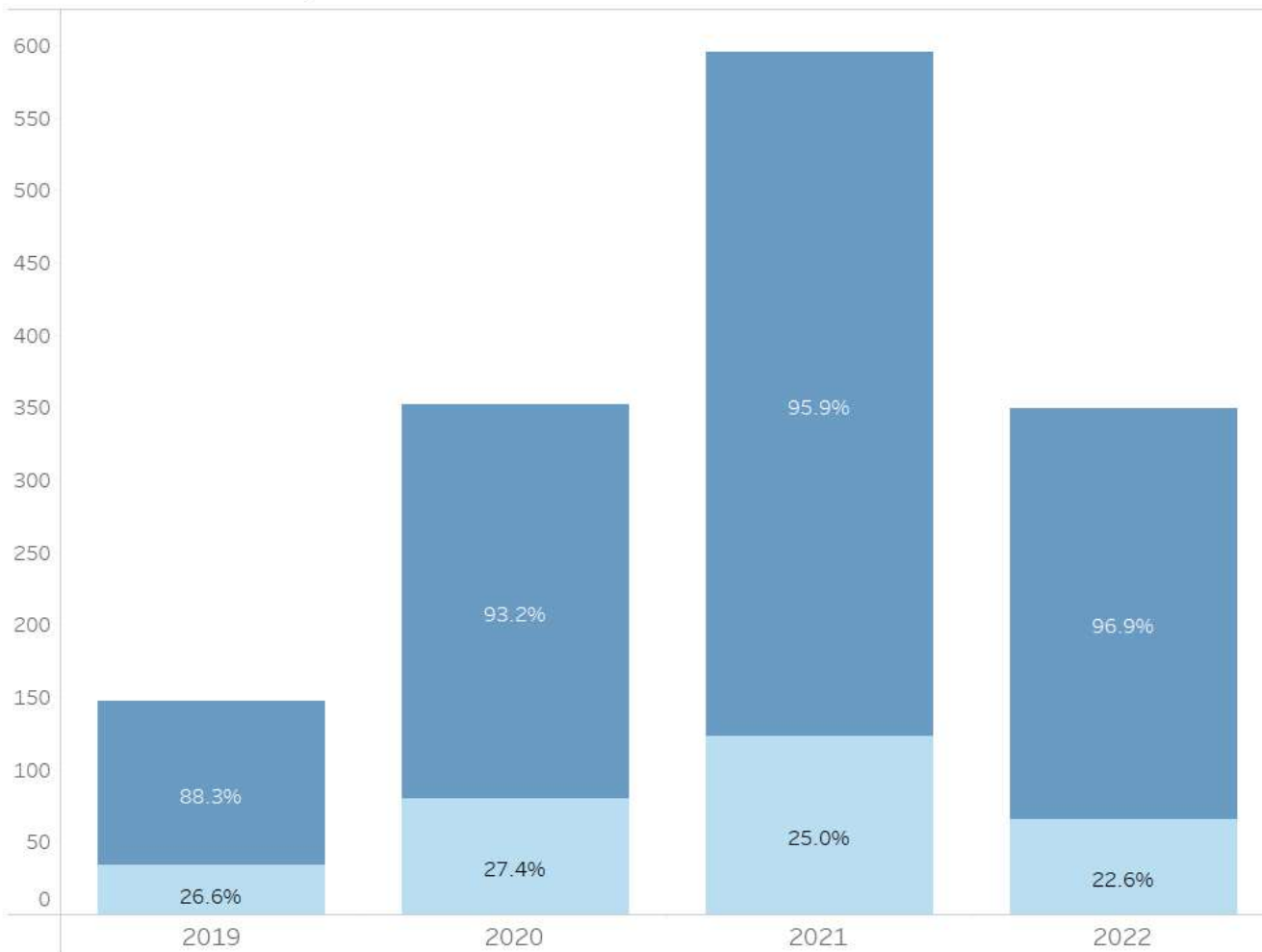
Housed

Singles

Housed - Adult HH w/o Minor Children

■ Permanent Destination

■ Temporary Destination

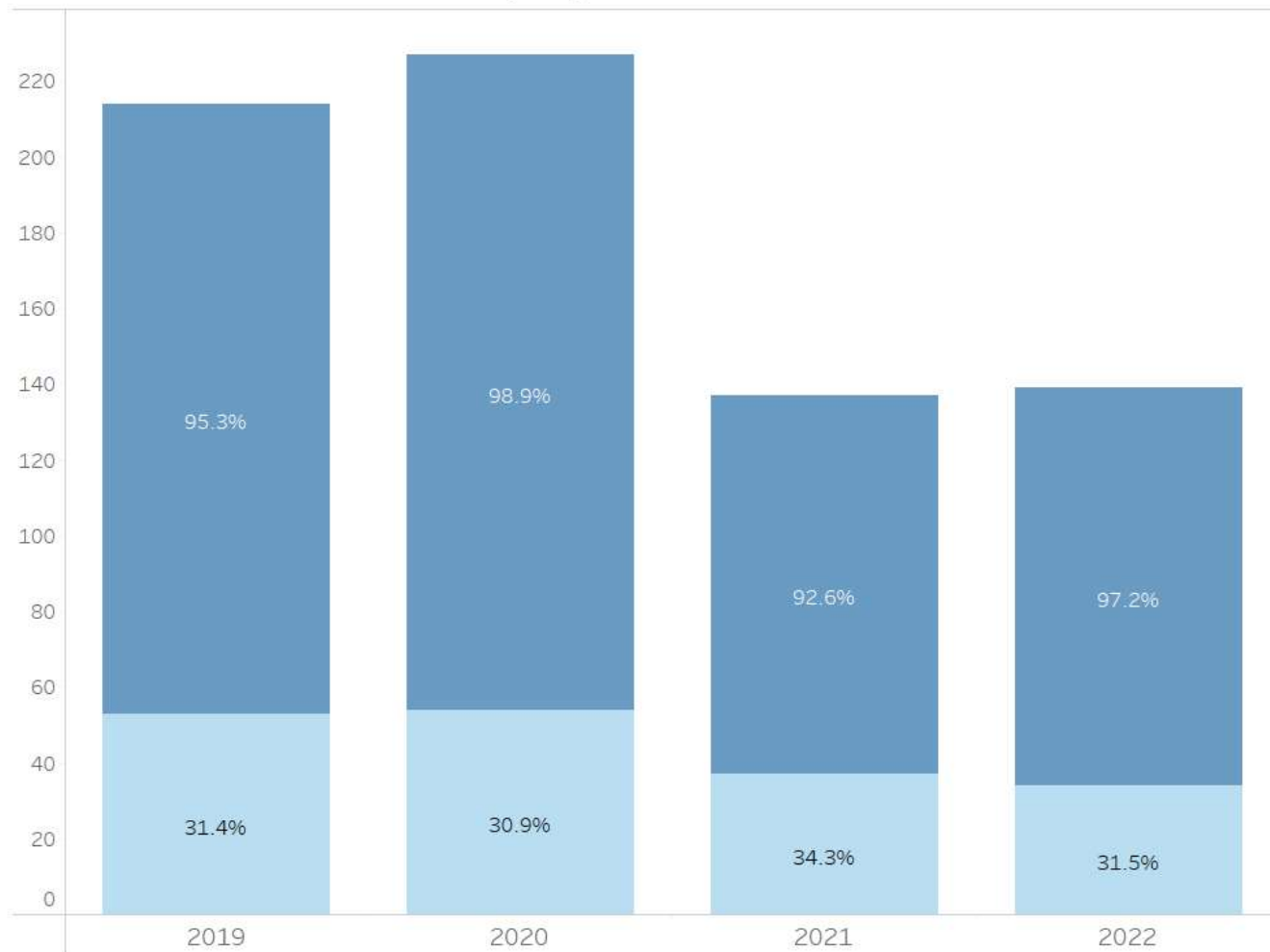


Families

Housed - HH with Minor Children (Fam)

■ Permanent Destination

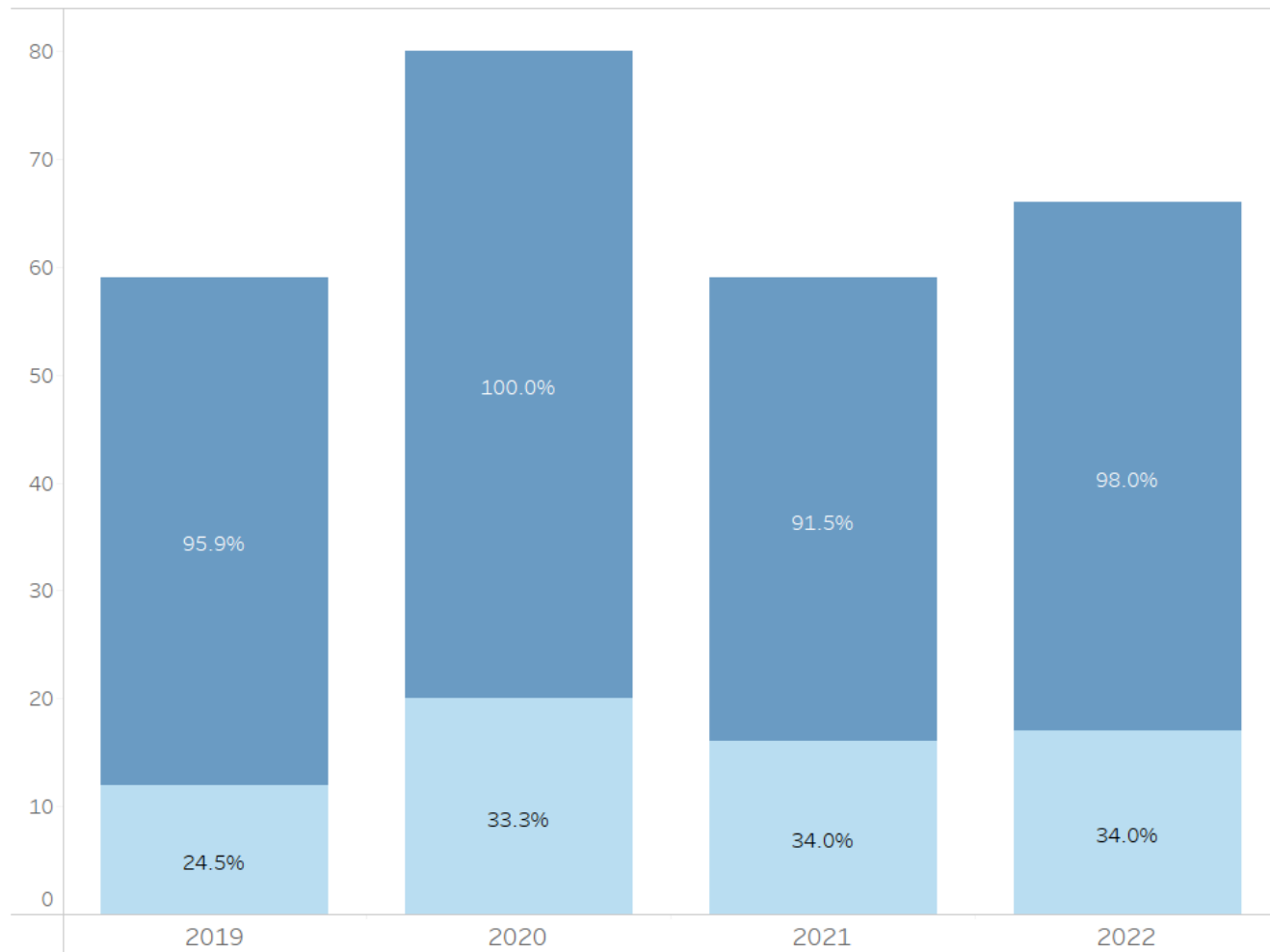
■ Temporary Destination



Youth 18-24

Housed - Youth 18-24

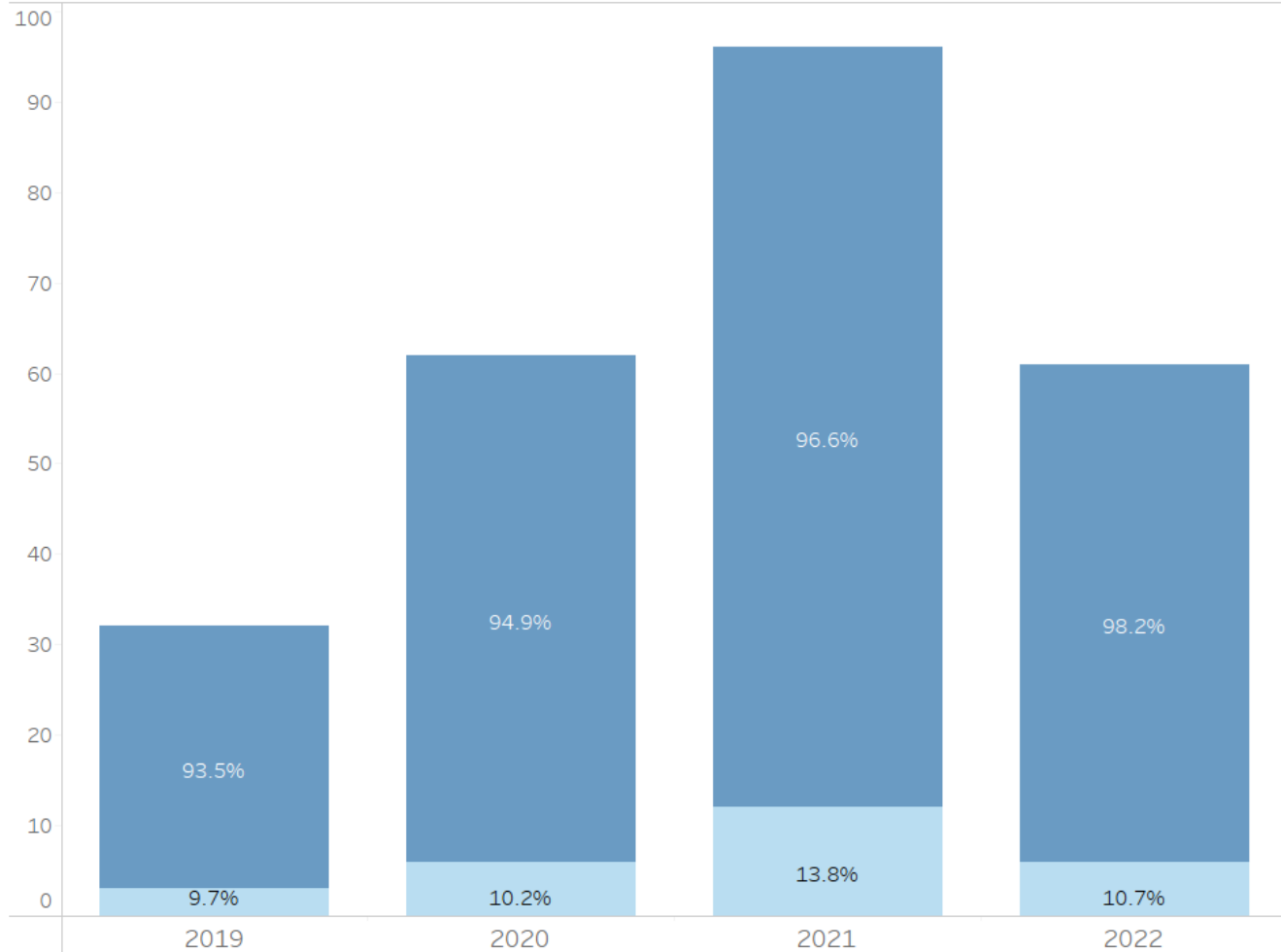
■ Permanent Destination ■ Temporary Destination



Seniors (62+)

Housed - Seniors 62+

■ Permanent Destination ■ Temporary Destination

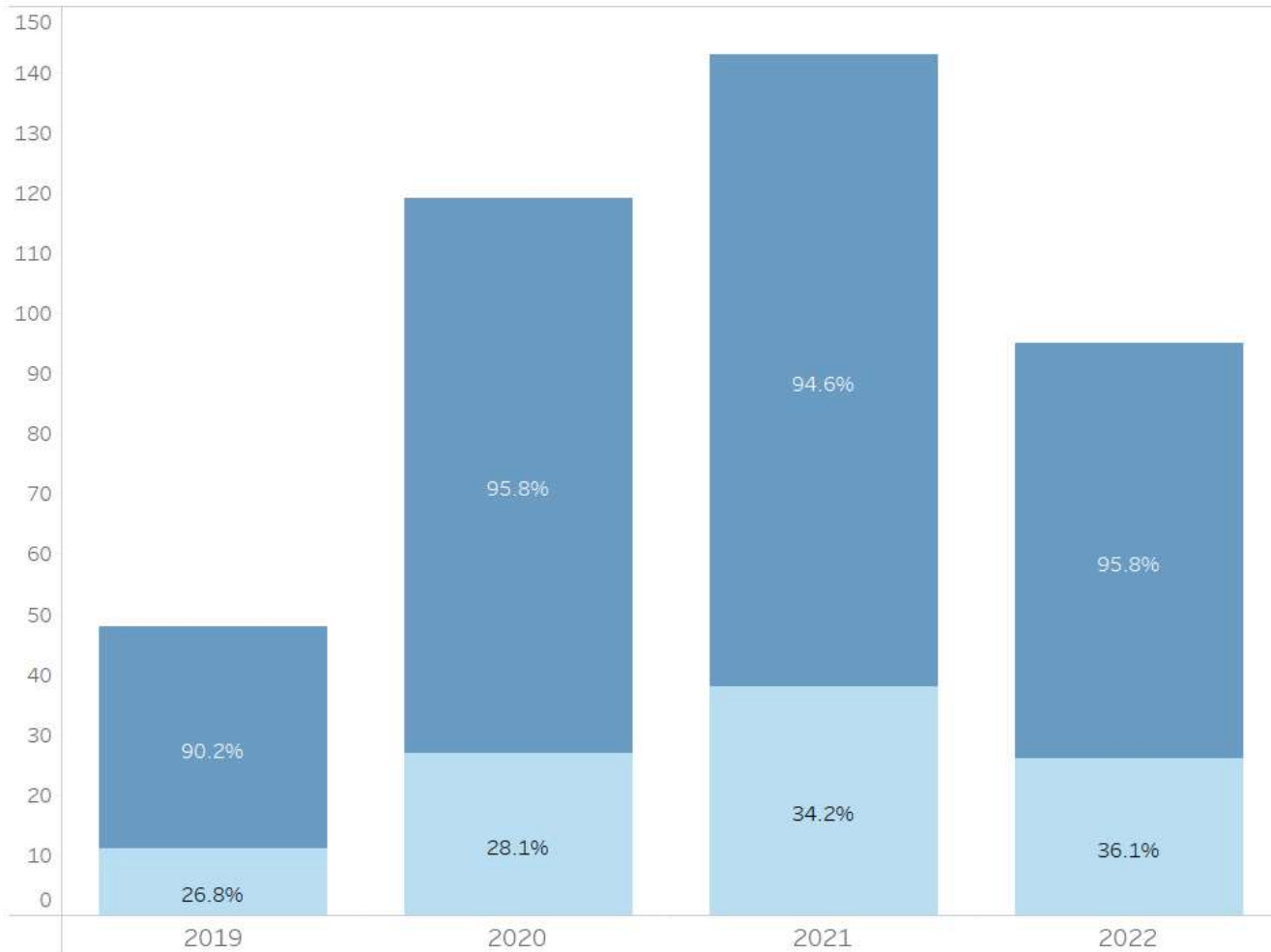


Vulnerable Individuals

Housed - Vulnerable HoH

■ Permanent Destination

■ Temporary Destination

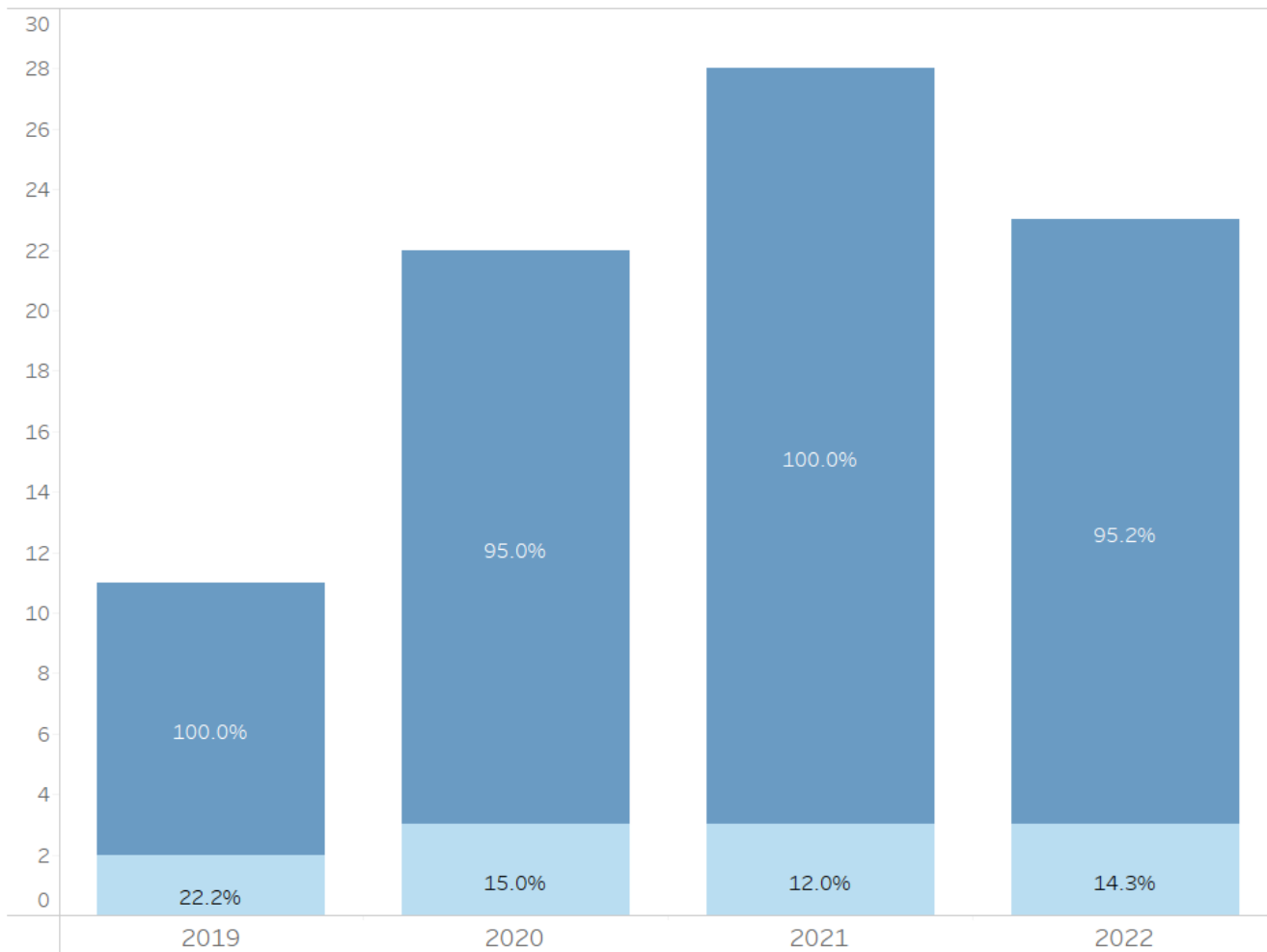


Veterans

Housed - Veterans

■ Permanent Destination

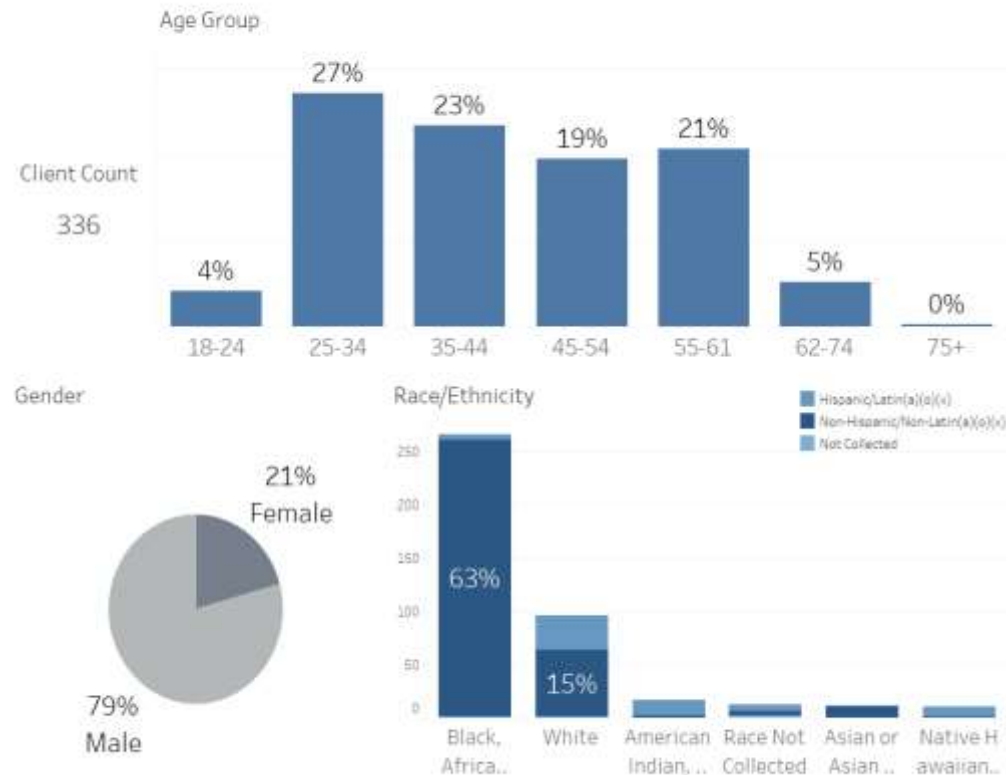
■ Temporary Destination



Program Overview – CRRP/SHARP, Exit Bonus and RRH

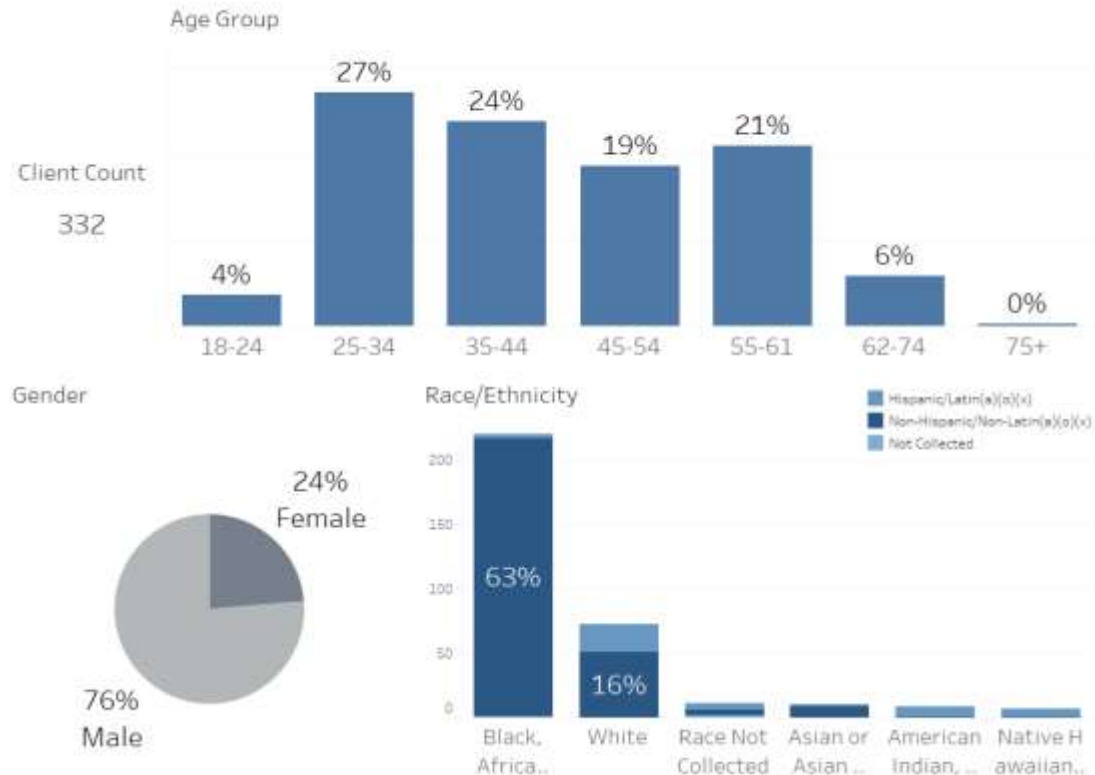
CRRP/SHARP - Demographic Profile

CRRP/SHARP Demographic Profile



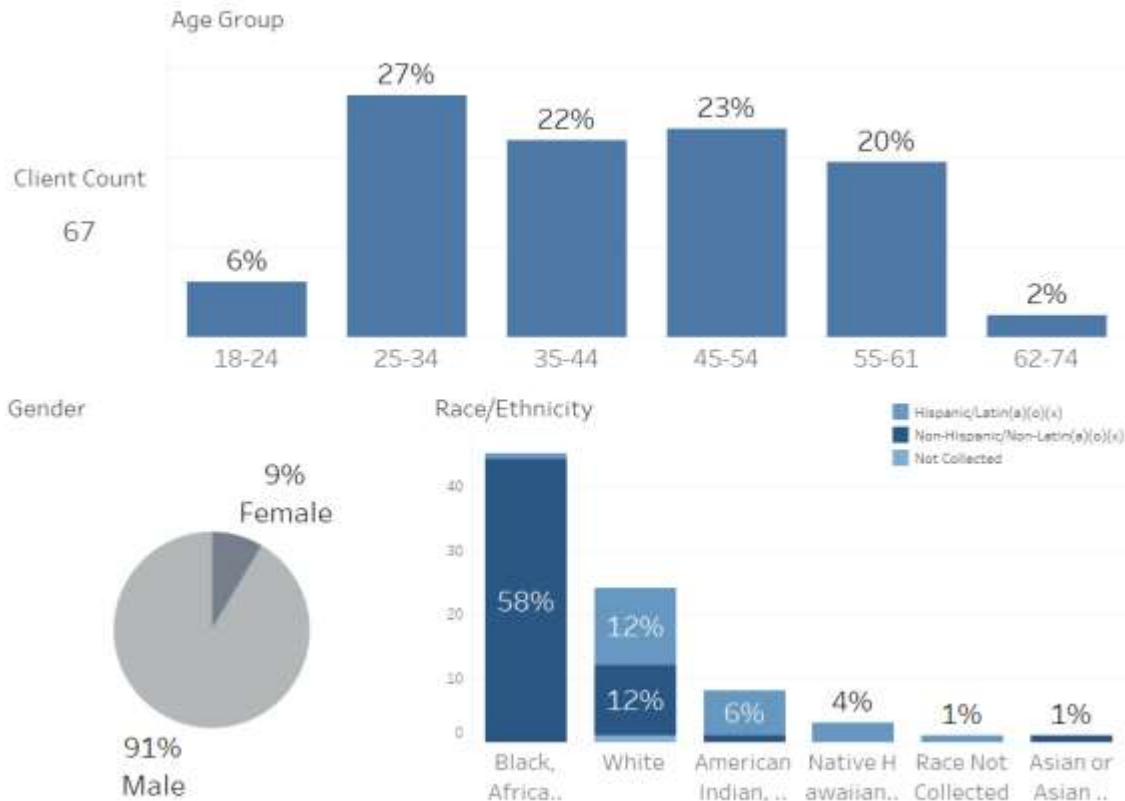
CRRP/SHARP - Successful Exits

CRRP/SHARP Demographic Profile - Successful Exit



CRRP/SHARP - Returns

CRRP/SHARP Demographic Profile - Return



Exit Bonus - Demographic Profile

Exit Bonus Demographic Profile

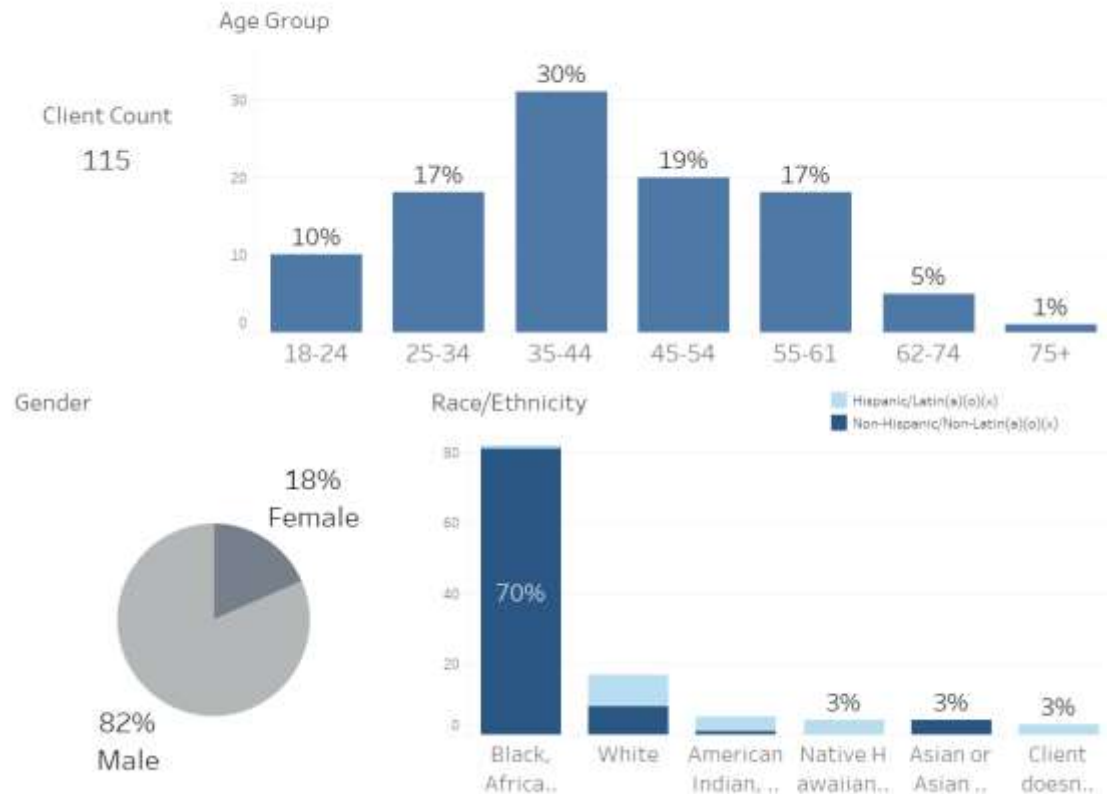
All



Exit Bonus - Successful Exit

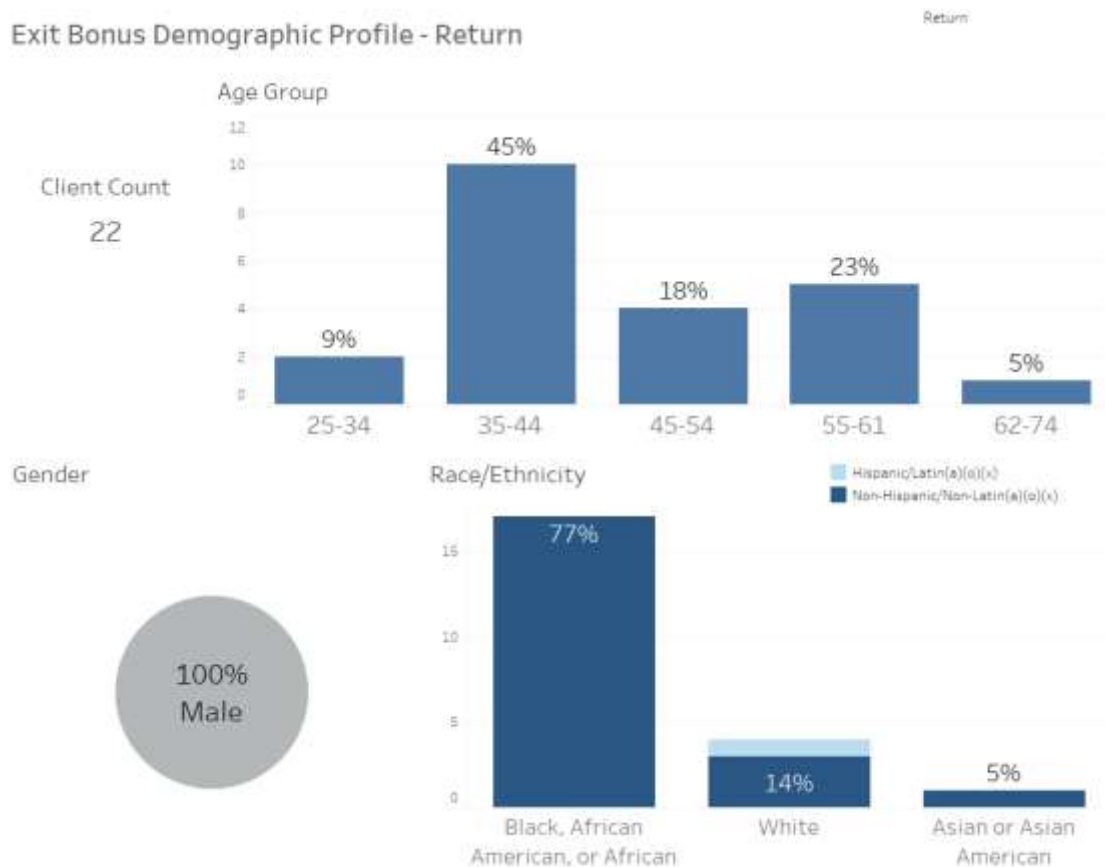
Exit Bonus Demographic Profile - Successful Exit

Successful Exit



Exit Bonus - Return

Exit Bonus Demographic Profile - Return

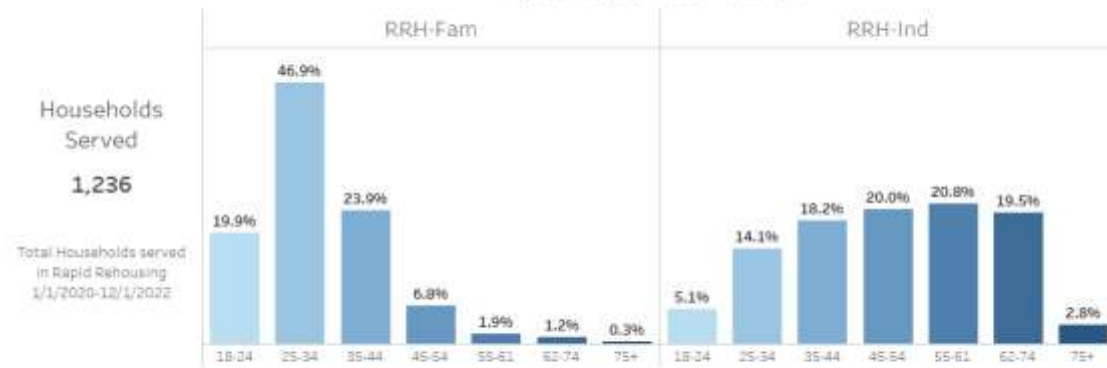


Rapid Rehousing - Demographic Profile

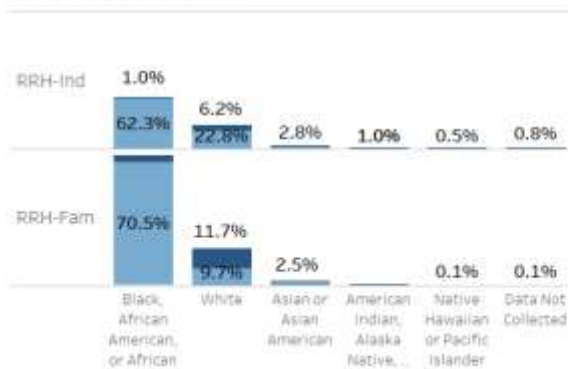
Program Demographic Profile - Rapid Re-housing

All

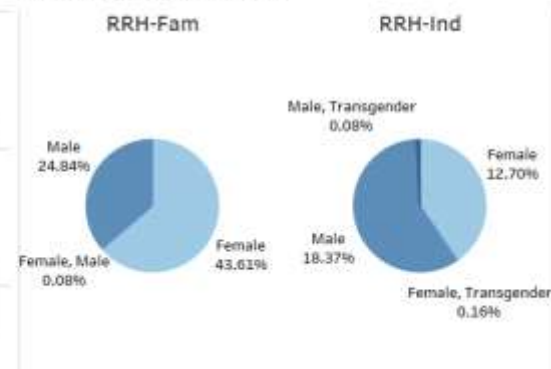
Age Range by Household Type



Race/Ethnicity of HoH



Gender by Household Type

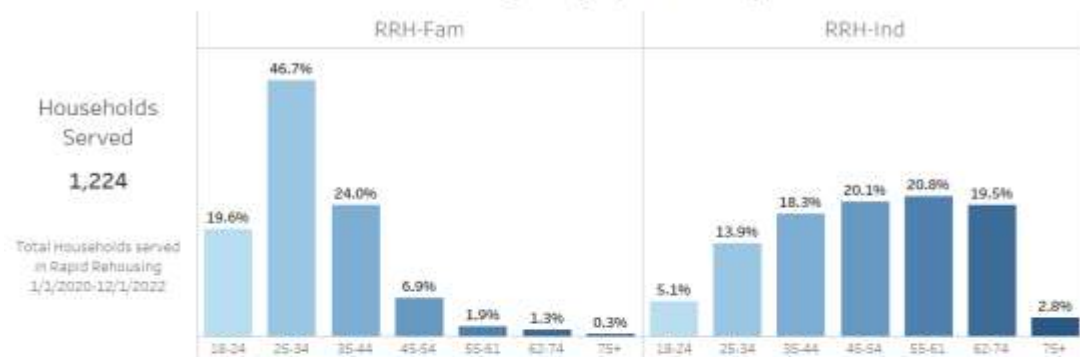


Rapid Rehousing - Successful Exit

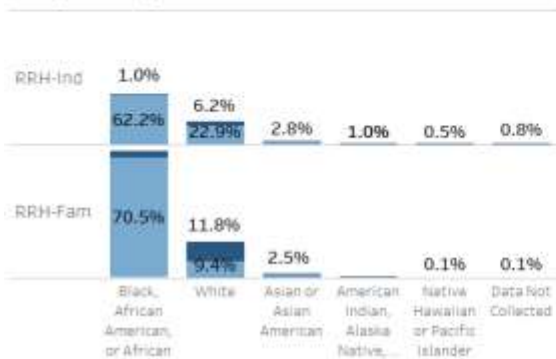
Program Demographic Profile - Rapid Re-housing

Successful Exit

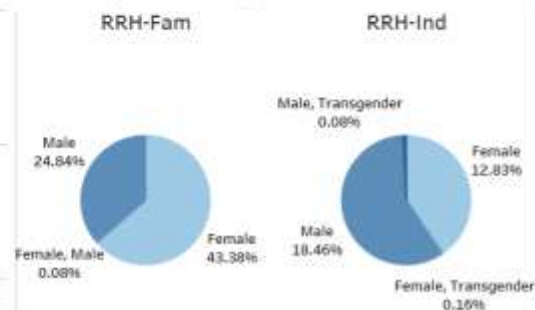
Age Range by Household Type



Race/Ethnicity of HoH



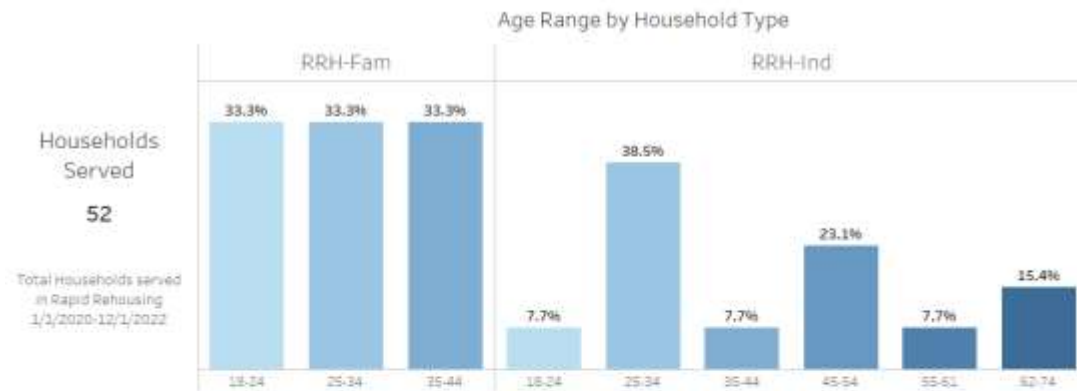
Gender by Household Type



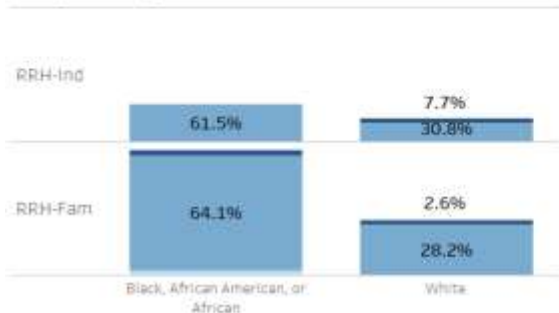
Rapid Rehousing - Returns

Program Demographic Profile - Rapid Re-housing

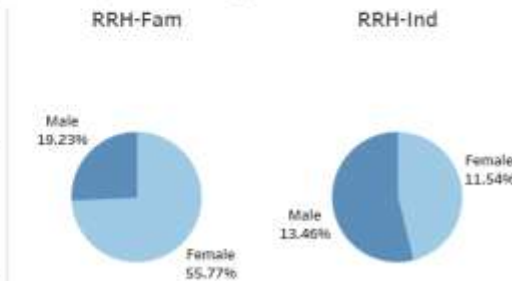
Return



Race/Ethnicity of HoH



Gender by Household Type



Length of Time Homeless / Assigned to Accepted

Length of Time Homeless Adult Only Households



Assigned to Accepted vs Assigned to Housed

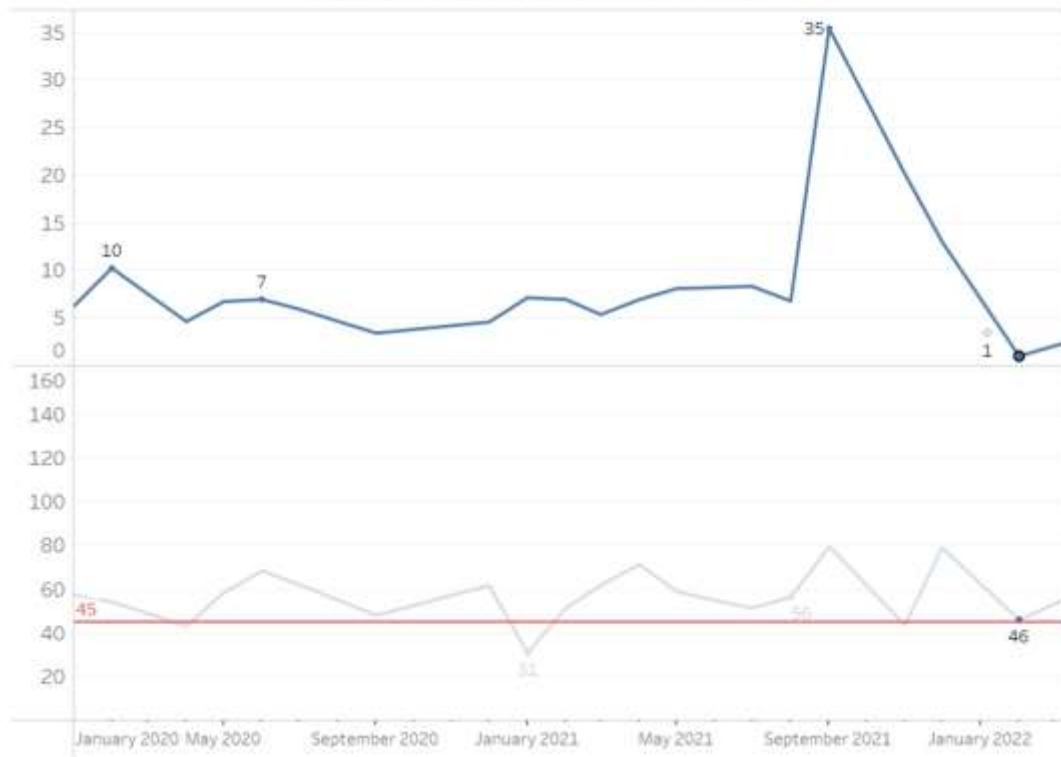


Families

Length of Time Homeless Households with Minor Children (Families)



Assigned to Accepted vs Assigned to Housed



Youth 18-24

Length of Time Homeless Youth 18-24



Assigned to Accepted vs Assigned to Housed

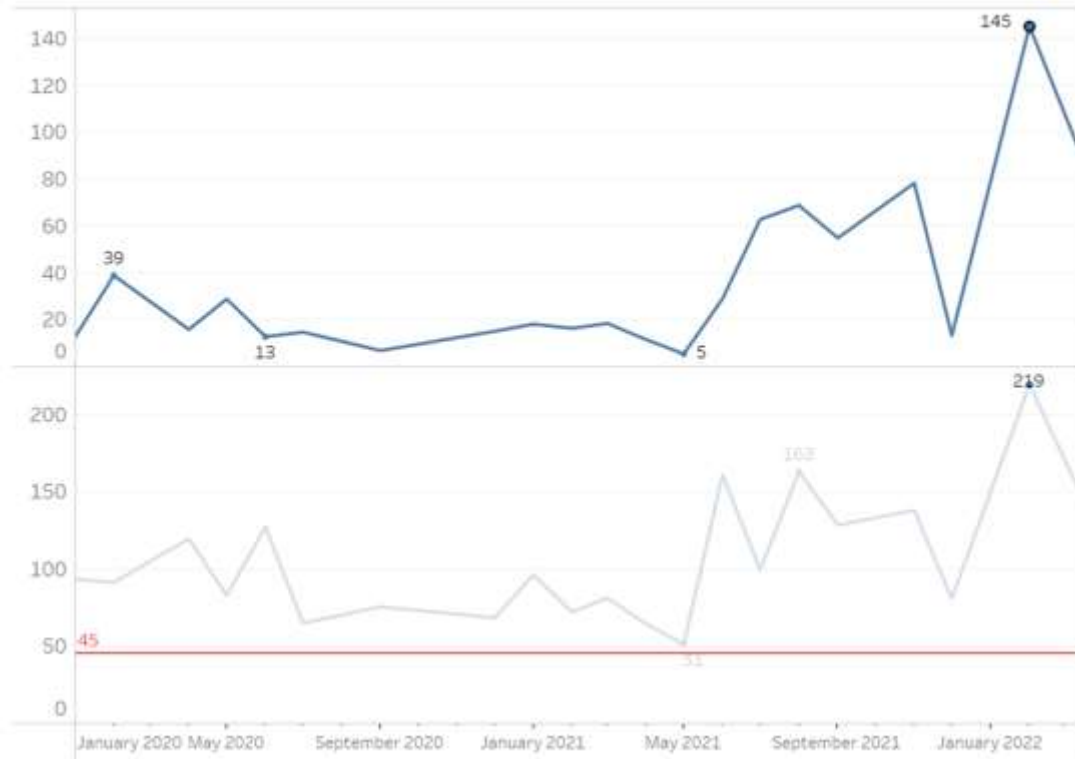


Seniors (62+)

Length of Time Homeless Seniors 62+



Assigned to Accepted vs Assigned to Housed



Vulnerable Individuals

Length of Time Homeless Vulnerable HoH



Assigned to Accepted vs Assigned to Housed

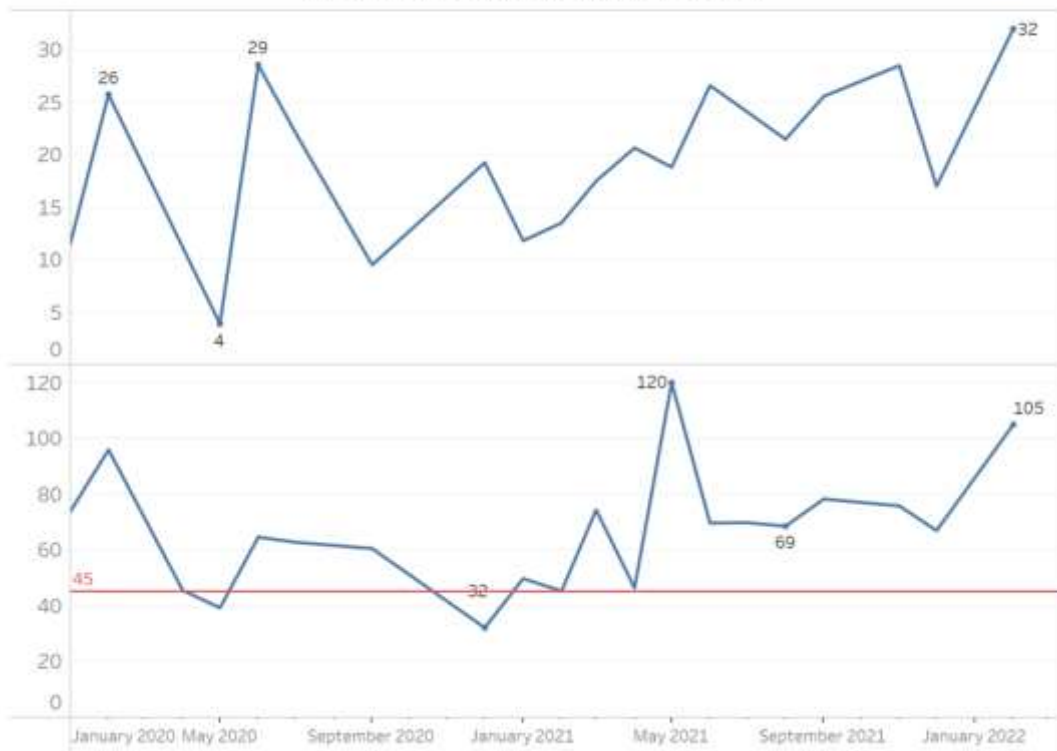


Veterans

Length of Time Homeless Veterans



Assigned to Accepted vs Assigned to Housed



Strategic Plan

Montgomery County's Plans to End Homelessness



Next Steps on Revising the Strategic Plan

Strategy and Planning
Committee embarking on an
environmental scan



Incorporating the action items formed
today into the larger strategic plan

Strategy 1 – Reduce Racial Disparities

OBJECTIVE: Work to eliminate racial disparities across the systems that lead to people experiencing and re-entering homelessness and prevent people from exiting homelessness.

OUTCOME MEASURES:

- Average length of time people of color are homeless is 30 days or less
- Percent of people of color exiting to permanent housing is at least 80%
- Percent of people of color returning to homelessness is less than 15%
- Reduction of inequitable regulations and laws.
- Reports from people experiencing homelessness of receiving high quality, non-discriminatory support across the continuum of care.

Strategy 1 – Reduce Racial Disparities

- **Priority 1: Explore Reasons for Entering Homelessness and their Connections to Race**
 - ✓ Developed a Homeless Prevention Index based on community level predictors of homelessness (including race) to target outreach to at-risk neighborhoods and prioritize for rent relief
- **Priority 2: Provide Racial Equity Trainings and Coaching**
 - ✓ Contracted with Wayfinding Partners to conduct CoC-wide training
 - ✓ Analyzed assessment tools for potential bias in rate of completion and scores by race

Strategy 1 – Reduce Racial Disparities

- **Priority 3: Drive Regulatory and Statutory Changes**

- ✓ County Council enacted the Housing Justice Act. This legislation limits inquiries into certain types of arrests and convictions in rental housing applications and requires increased transparency during the criminal background and credit check process.

- **Priority 4: Mitigate the Impact of Structural Racism on Access to Affordable Housing and Housing Subsidies**

- ✓ Developed in collaboration with the Montgomery County's State's Attorney's Office, the Homeless Persons Criminal Diversion Program (HPCDP). HPCDP is a specialized post-arrest diversion program for individuals experiencing homelessness who have been accused of specific nonviolent misdemeanors or who currently have outstanding warrants for misdemeanors and transit or traffic offenses.

Strategy 2 – Build & Support Strong & Adaptable Programs

OBJECTIVE: Ensure programs across the continuum of care are effectively designed, executed, and supported to meet the diverse needs and experiences of people, providing high quality, trauma informed services to all people, absent of discrimination.

OUTCOME MEASURES:

- Number of people entering homelessness for the first time is reduced by 20%. (**Since FY19, 16% decrease from 1362 to 1136**)
- Average length of time homeless is 30 days or less. (**FY22: Average 130 days**)
- Percent of people exiting to permanent housing is at least 80%. (**FY22: 54%**)
- Percent of people returning to homelessness is less than 15%. (**FY22: 14% at 2 years and 3% at one year**)
- Percent of households retaining Permanent housing after 24 months is at least 90%. (**FY22: 99%**)

Strategy 2 – Build and Support Strong and Adaptable Programs

Priority 1: Apply Existing Resources and Best Practices for Eviction Prevention and Homeless Diversion/ Rapid Resolution.

- ✓ Targeted Prevention Resources to High-Need Neighborhoods
- ✓ Created a “medical rent relief program”
- ✓ Ongoing diversion training for all CoC members
- ✓ Implemented shelter diversion program for adult-only households

Priority 2: Expand and Enhance the Rapid Rehousing Program.

- ✓ Expanded access to Rapid Rehousing to youth and seniors

Priority 3: Enhance Employment Services and Job Opportunities for Households Experiencing or At-Risk of Homelessness.

- ✓ Contracted with Career Catchers to provide employment services as part of the RRH expansion

Priority 4: Continuously Improve the Coordinated Entry System.

- ✓ Evaluated effectiveness of CES and shared with line staff

Strategy 2 – Build and Support Strong and Adaptable Programs

Priority 5: Identify Youth (under 24) Experiencing or At Risk of Homelessness, with Intentional Outreach to LGBTQ Youth.

- ✓ Participated in MD Youth REACH count

Priority 6: Provide Appropriate Housing Solutions for Youth (under 24) Experiencing or At Risk of Homelessness, with Non-Traditional Housing Options for LGBTQ Youth.

- ✓ Opened the Homeless Youth Drop-in Center
- ✓ Secured state funding for youth specific RRH
- ✓ Applied for HUD funding for a youth RRH-TH project

Strategy 2 – Build and Support Strong and Adaptable Programs

Priority 7: Address the Needs of the Unsheltered Population.

- ✓ Regularly conducting unsheltered count in addition to the Annual Homeless Point-in-Time Count
- ✓ Applied for HUD funding to expand PSH for unsheltered individuals and coordinate outreach/ care with multiple nonprofits, businesses, and government agencies including police, libraries, and regional service centers
- ✓ Created a Corporate Lease program

Priority 8: Reduce the Number of Households who Return to Homelessness from Permanent Supportive Housing.

Priority 9: Identify Non-Traditional Housing Options for Non-Disabled Single Individuals including seniors.

- ✓ Created Exit Bonus and SHaRP to offer non-traditional housing solutions

Strategy 3 – Build and Support Affordable Housing Solutions Across the Homeless Continuum

OBJECTIVE: Increase and preserve the supply of affordable housing to ensure people within the homeless continuum have sustainable and affordable housing opportunities.

OUTCOME MEASURES:

- Increase PSH by 100 units. (**Done with more coming online**)
- Increase RRH by 350 units. (**Funding for 350 more, need staff**)
- **At least 10% of all newly produced or preserved affordable units dedicated to households experiencing homelessness**

Strategy 3 – Build and Support Affordable Housing Solutions Across the Homeless Continuum

- **Priority 1: Increase Coordination, Collaboration, and Communication among Public and Private Partners Involved in Housing Solutions.**
- X **Priority 2: Ensure the 6-Year Fiscal Plan of the Housing Initiative X Fund Includes the Funding Required to Meet Projected Housing Need.**
- X **Priority 3: Increase Landlord and Property Management Participation, with the Goal of Increasing Available Units.**
- **Priority 4: Create a Risk Mitigation Fund that Offers Added Protection for Landlord Partners.**
- X **Priority 5: Implement More Innovative Affordable Housing Solutions by Building on Existing Models and Exploring New Models of Innovation.**

Strategy 4 – Coordinate Effectively Across Other Systems of Care

OBJECTIVE: Shift the continuum of care from siloed services to coordinated services. Agencies across the continuum of care work in alignment, with clarity on roles, complementary services and ease of sharing information and feedback.

OUTCOME MEASURES:

TBD

Strategy 4 – Coordinate Effectively Across Other Systems of Care

Priority 1: Support Co-location of Services

- ✓ Offering Peer Support and Psychiatric services on-site at adult-only emergency shelters
- ✓ Engaging with the Office of Eligibility and Support Services to support labs within emergency shelters to allow people to apply for entitlements

Priority 2: Increase Representation of Homeless Service Providers on Boards and Committees Across the County

Priority 3: Formalize Boundary Spanners Role

Priority 4: Improve Collection and Sharing of Data

- ✓ Conducted a scan of existing data sharing agreements within the Department of Health and Human Services
- ✓ Regularly sharing HMIS data with the District of Columbia and Prince George's County

Strategy 5 – Increase and Diversify Funding

OBJECTIVE: Increase the amount of and sources of funding to end homelessness in Montgomery County, ensuring that the availability of resources and the ease of accessing resources matches the need and aligns with the strategic plan's bold goals and timeline.

OUTCOME MEASURES:

- Increase funding from non-county sources by 10% (**Done! State Funding doubled since FY19, Federal Grants increased by 20%**)
- Increase overall funding by 25% (**Done! Increase in overall CoC budget by more than 90% since FY19**)

Strategy 5 – Increase and Diversify Funding

Priority 1: Identify and Agree on Shared Vision with County (Office of the County Executive, County Council, Health and Human Services, Department of Housing and Community Affairs), Cities of Rockville, Gaithersburg, Poolesville, and Takoma Park.

✓ Created a shared vision

Priority 2: Conduct Further Research in Alternative Funding Models (Pay for Success, Social Impact Bonds).

✓ Briefed by CSH on Pay for Success/ Social Impact Bonds

✓ Implemented Pay for Performance within the Housing Initiative Program contracts

Priority 3: Explore/Implement a Funder's Collaborative.

Priority 4: Secure Alternative Federal and State Funding.

✓ DONE!

Strategy 6 – Educate and Advocate for Change

OBJECTIVE: Create and support a common advocacy agenda across the homeless services system. Increase the understanding of homelessness and decrease its associated stigma across the community. Create support for the strategic plan's bold goals and timeline.

OUTCOME MEASURES:

- Coordination across agencies, number of agencies and individuals involved in a common agenda, favorable policies and funding that support the strategic plan. Increase in community understanding of homelessness and reduction of associated stigma.

Strategy 6 –Educate and Advocate for Change

Priority 1: Create a Coordinated Education and Advocacy Effort with Supporting Infrastructure to Heighten the Issue of Homelessness Across the Community.

Priority 2: Launch the Coordinated Education and Advocacy Effort.

Discussion

At table groups:

- 1. What is your reaction to the information shared?**
- 2. What is your reaction to MoCo's data and the strategic plan?**
 - a. What are you surprised by?**
 - b. What is most alarming about the data shared?**

Share Out

LUNCH

#endhomelessnessmoco

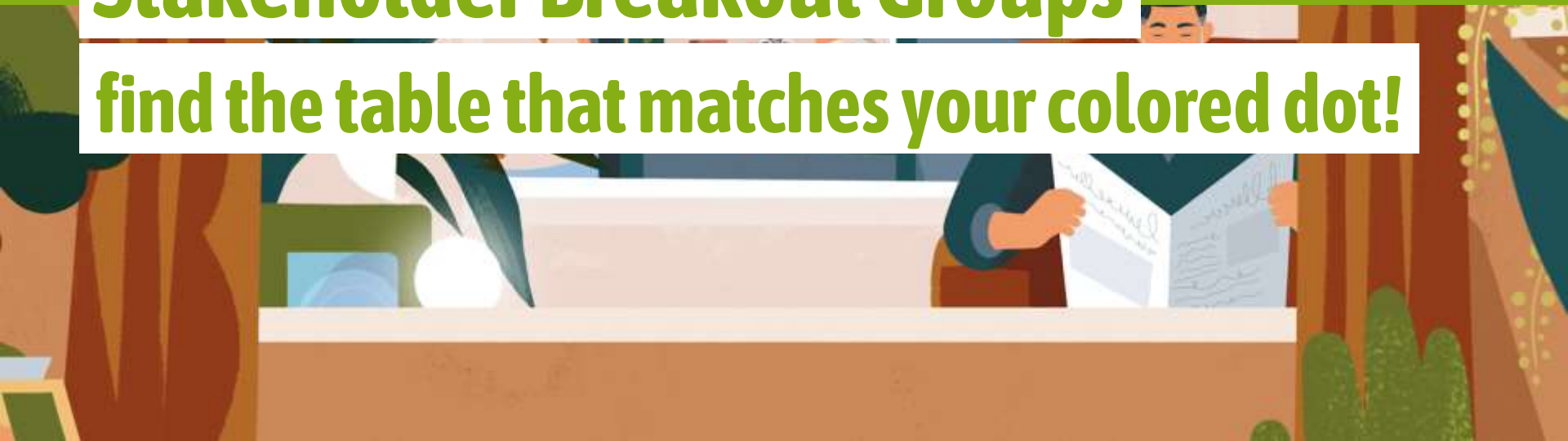


Survey Results









Stakeholder Breakout Groups

find the table that matches your colored dot!



Stakeholder Group Breakout Sessions

Identifying Priorities

- Youth  (neon orange)
- Families  (dark blue)
- Chronic and other Vulnerable Adults  (neon yellow)
- Seniors  (white)
- Veterans  (light blue)
- Other Adult-Only Households  (orange)

Breakout Sessions

Identifying Priorities

START by reflecting individually on sticky notes

THEN move to group discussion

- 1. What role do you play in seeing Montgomery County's goal accomplished?**
- 2. Where do the goals of your work and this goal overlap? Where do they conflict? How can we align them?**
- 3. What can you contribute to Montgomery County's goal of ending all homelessness?**
- 4. Who should be at the table that is not here?**
- 5. How can the Montgomery County CoC support you and/or your work?**

Breakout Sessions

Veteran ●

- What role do you play in seeing Montgomery County's goal accomplished?



- Where do the goals of your work and this goal overlap? Where do they conflict? How can we align them?



- What can you contribute to Montgomery County's goal of ending all homelessness?



- Who should be at the table who is not here?



- How can the Montgomery County CoC support you and/or your work?



Put your stickies on the flipchart!

Assign someone to take notes!

Stakeholder Group Share-Out

Identifying Priorities

What were the key takeaways from your group?

Milestone Goal Setting



Dec '22

June '23

Dec '23

June '24

Dec '24

June '25

Dec '25

All Populations

610

89

Veterans: 10

Families: 68

Vulnerable Adults: 117

Single Adults: 394

Youth: 31*

Seniors: 49

6-Month Milestones

Working Group	By June 2023, we will have...
Youth	A fully operational Coordinated Entry System for Youth
Families	An average length of time from ID to Move-in of 45 days
Seniors	Decreased the number of seniors entering homelessness by 50% (from 6 to 3)
Vulnerable Adults	An average length of time from Assigned to Housed of 45 days
Veterans	No more than 7 Veterans experiencing homelessness (down from 10)
Other Adult-Only Households	Housed 350 individuals

Roles and Work Groups

- Youth
- Families
- Veterans
- Other Adult-Only Households
- Vulnerable Adults
- Seniors

**Vulnerable
Adults**

Big Rock:

Lever:
Lever:
Lever:

Dependency
Dependency
Dependency

Indicator:
Indicator:
Indicator:

**6 month
milestone:**

Big Rock:

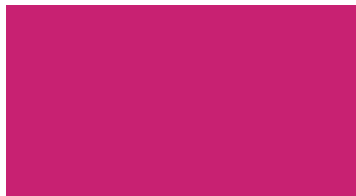
Dependency
Dependency
Dependency

Indicator:
Indicator:
Indicator:

Big Rock:

Dependency
Dependency
Dependency

Indicator:
Indicator:
Indicator:



Big Rock



Lever

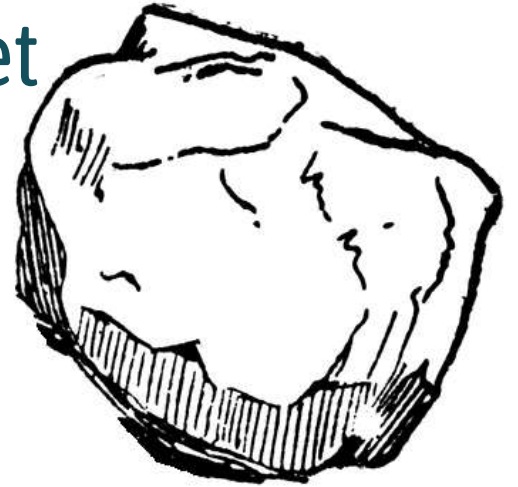


Dependency

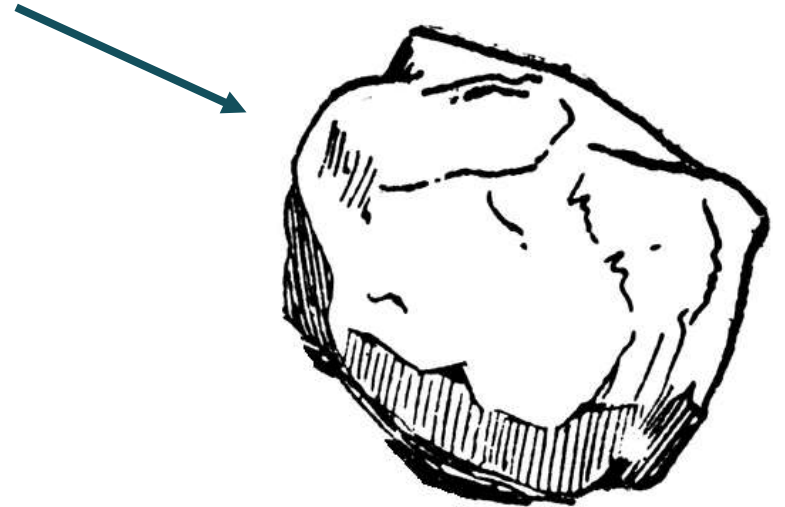


Indicator

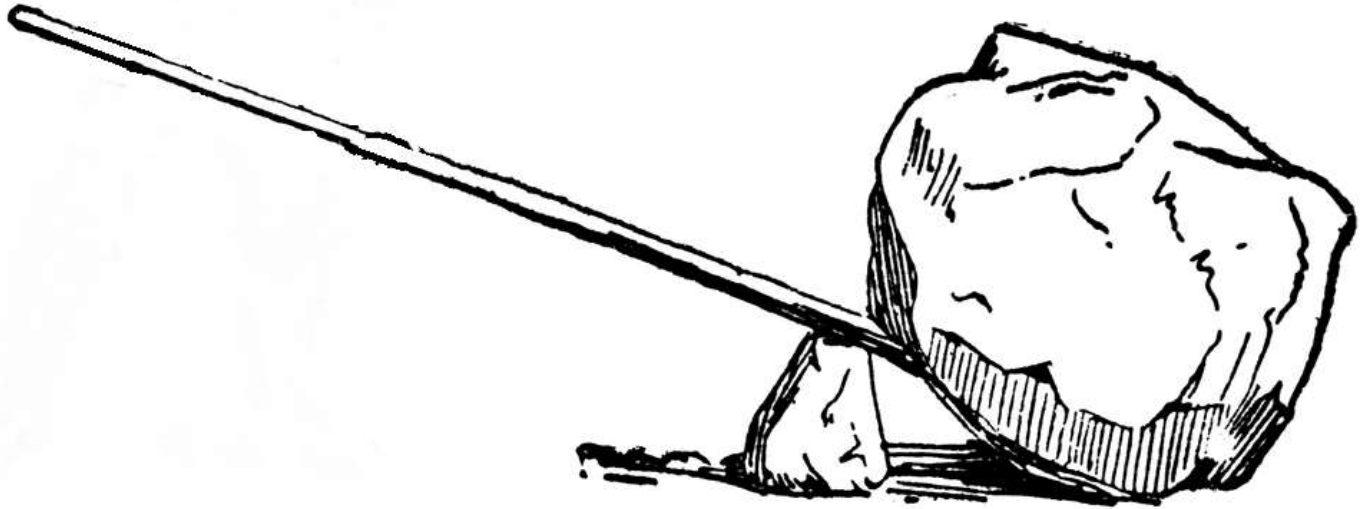
A **big rock** can be any obstacle
stopping you from reaching your goal
or any opportunity to reach your target



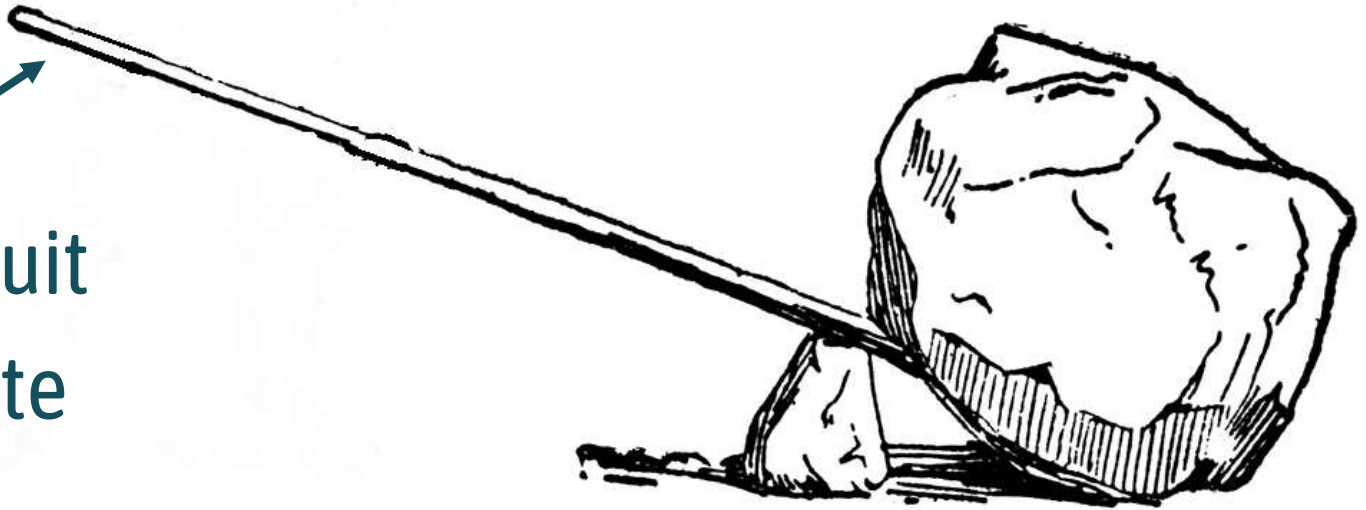
Big Rock: Not enough
affordable housing!



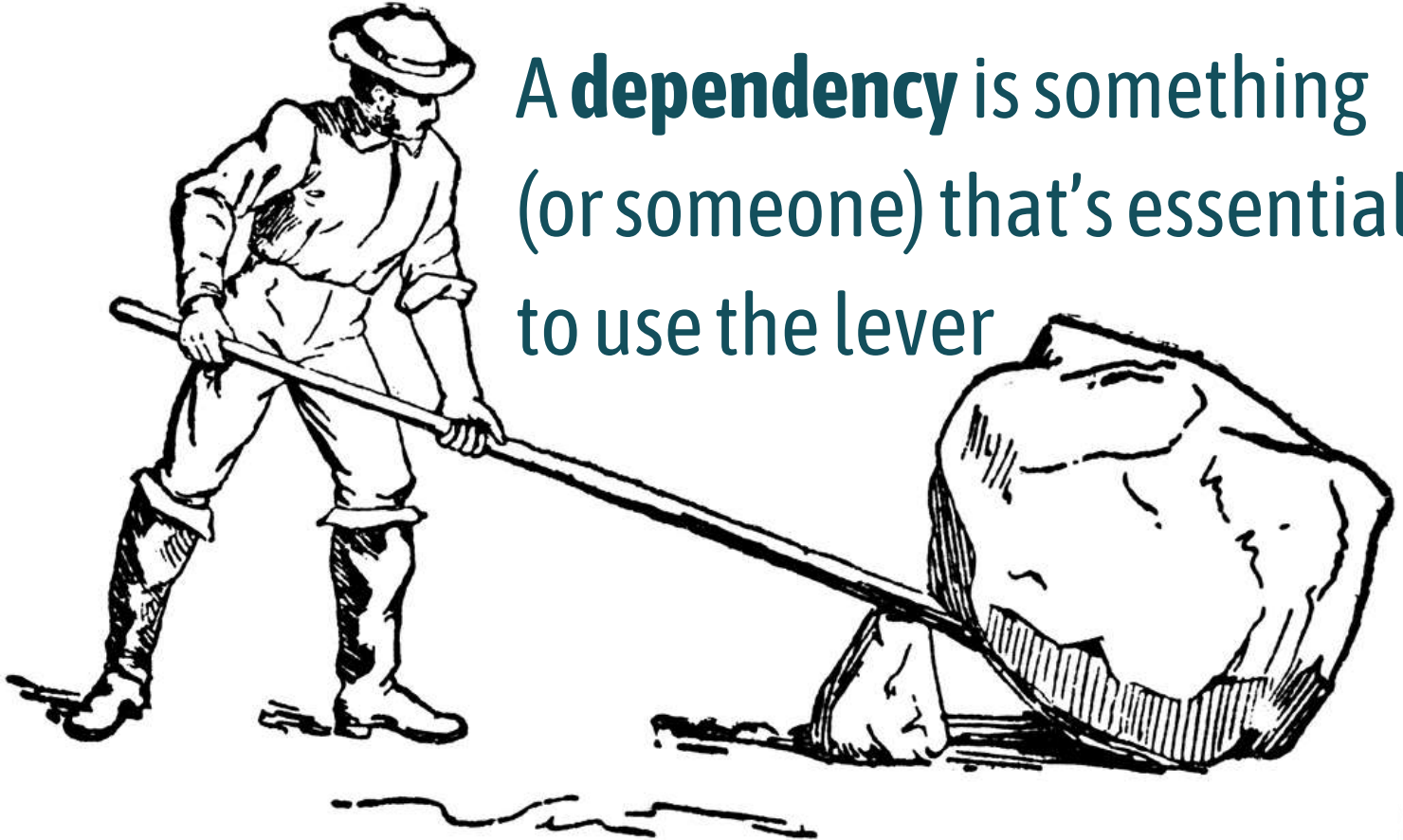
A **lever** is something you can use to get the big rock out of the way



Lever: Recruit
more private
landlords

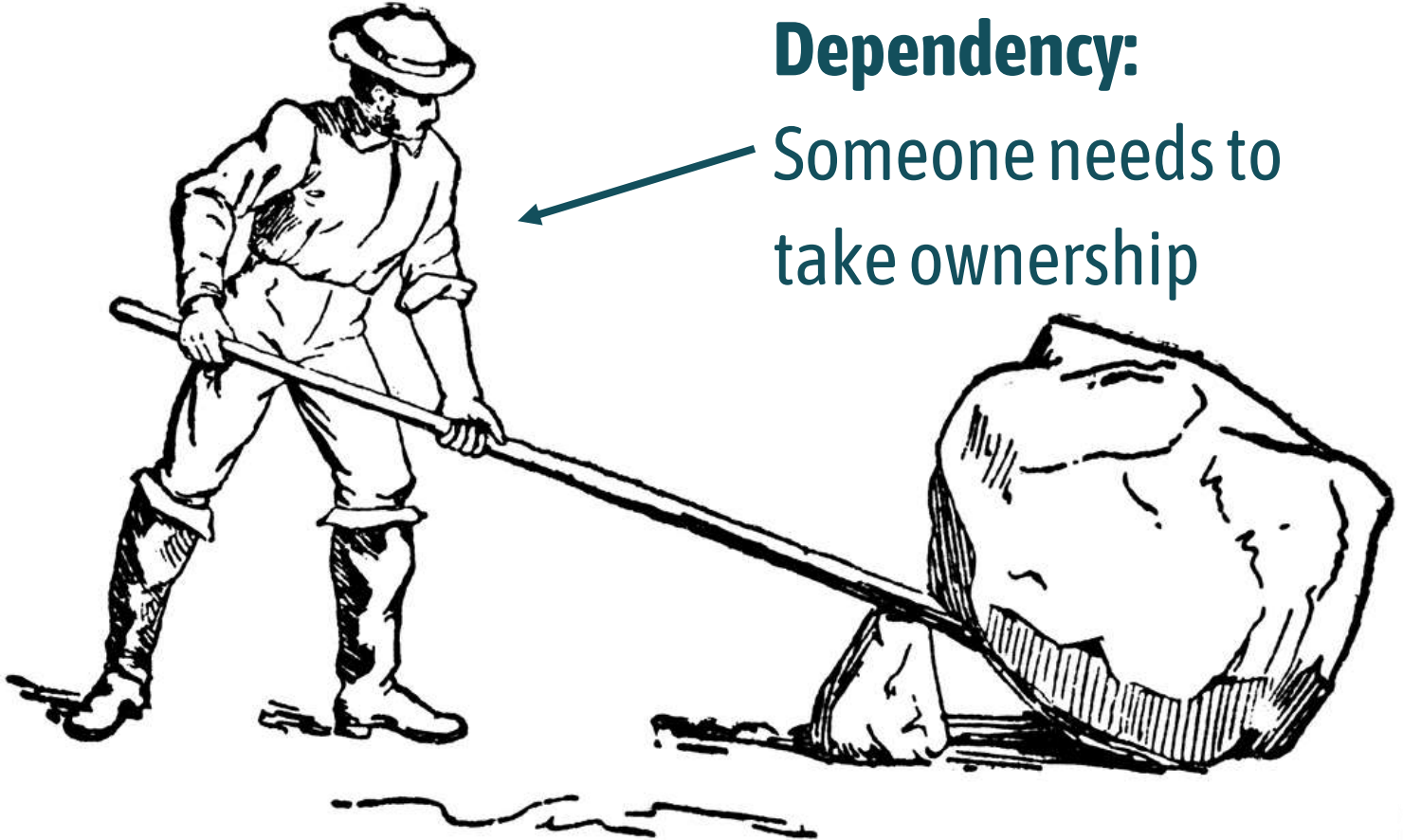


A **dependency** is something
(or someone) that's essential
to use the lever



Dependency:

Someone needs to
take ownership



Ask Yourself: Why isn't this already happening?

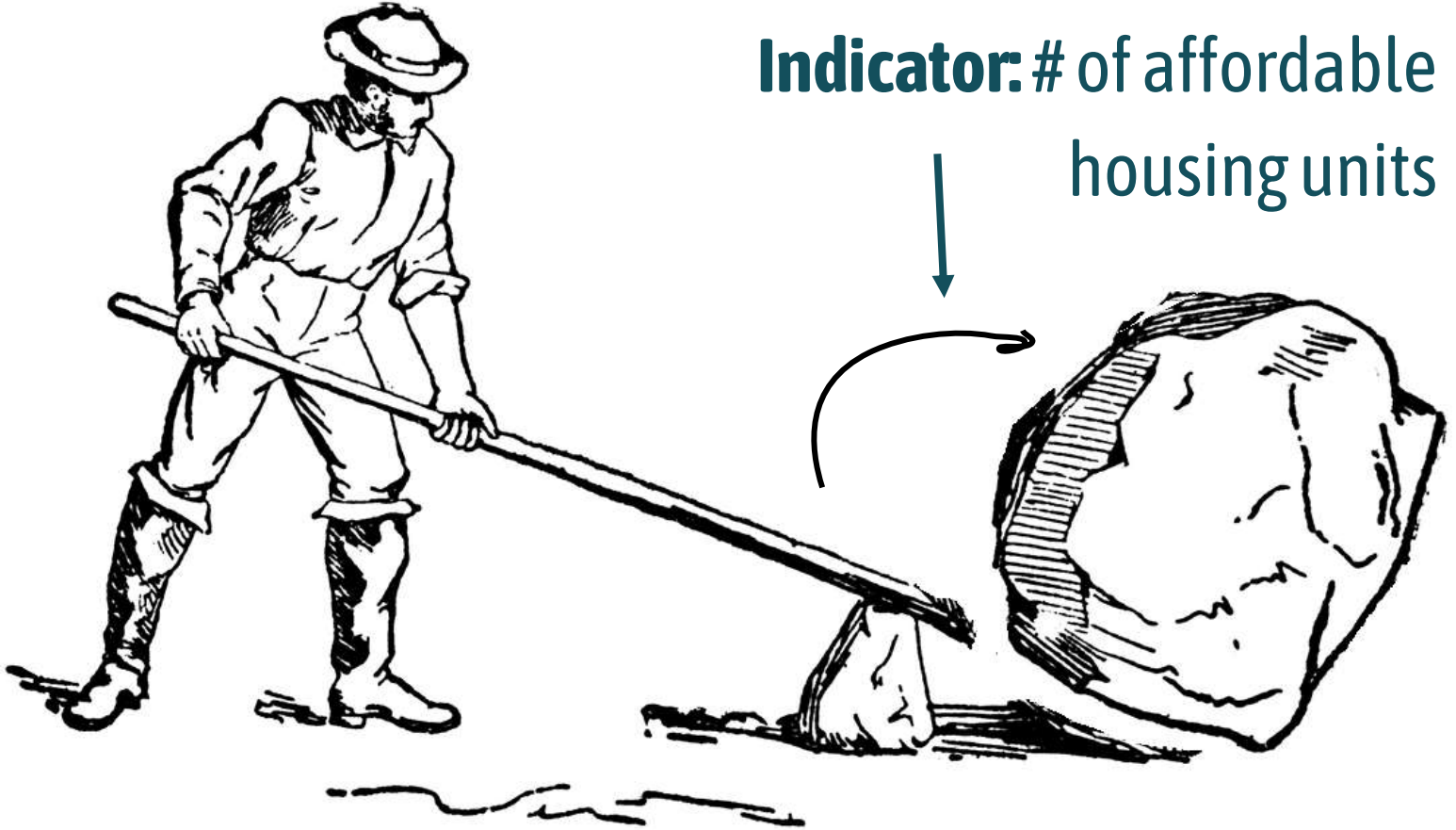
- People
- Paper (Money)
- Permission
- Policy



An **indicator** shows you
that your lever worked



Indicator. # of affordable
housing units





Big Rock



Lever



Dependency



Indicator

BIG ROCK

Not enough affordable housing

LEVER

Recruit more private landlords

DEPENDENCY

Someone needs to take ownership

INDICATOR

of affordable housing units

We'll have trouble reaching our aim as long as there's

**Not enough
affordable housing**

But we might be able to get unstuck if we

Recruit more
private
landlords

In order to move forward

Someone
needs to take
ownership

If we're successful, we'll see an increase in the

of
affordable
housing units

**Vulnerable
Adults**

Big Rock:

Lever:
Lever:
Lever:

Dependency
Dependency
Dependency

Indicator:
Indicator:
Indicator:

**6 month
milestone:**

Big Rock:

Dependency
Dependency
Dependency

Indicator:
Indicator:
Indicator:

Big Rock:

Dependency
Dependency
Dependency

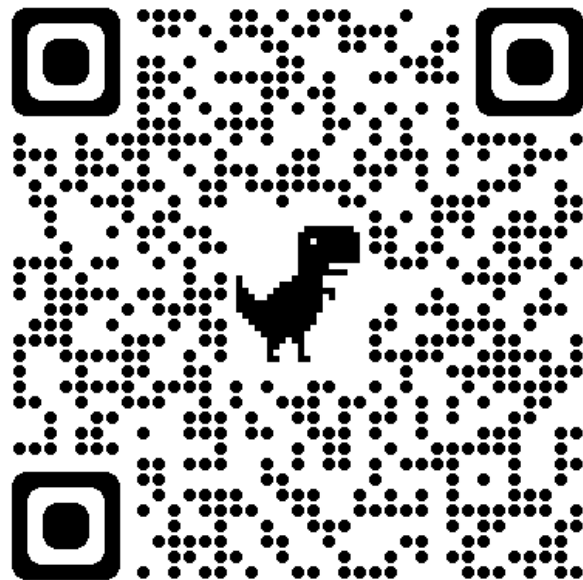
Indicator:
Indicator:
Indicator:

Roles and Work Groups

1. **What are opportunities for care coordination (coordinating across other systems of care, specifically behavioral health, aging and disability)?**
1. **What housing resources or interventions are needed?**
1. **What are opportunities for addressing racial disparities?**
1. **What are opportunities for preventing people from entering or re-entering homelessness?**
1. **Who commits to carrying specific action items forward? When will these actions completed?**

Next Steps

- Complete your pledge form
- Slides & flipcharts will be shared
- Please take our survey!



Thank you!

Please take our feedback survey!



